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ams

American Management Systems, Inc.

AFFTC Enterprise Business System Assessment

13 April 2001

Purpose

- Information Briefing
  - What we found
  - Challenges we will face
  - Proposed Implementation Plan
- Findings of an 8 week assessment study
  - Covered a lot of ground and looked under a lot of rocks
  - Didn’t look under them all, couldn’t count all the worms, bugs, and things

Next Step

- We’re looking at the specifics
  - Costs, Schedule, Resource Req’s, Project Structure, Acquisition Concept
- We’ll be back shortly looking for decision to proceed soon

Ground Rules

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- Don’t talk dollars
- Don’t talk contracts
- Interrupt with Questions

AFFTC Assessment Team Introductions

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AFFTC Members

- Peter Martini – Project Manager
- Robert Morrison – 412TW/RM
- Linda Ingram – AFFTC/XPI
- Julie Karr – AFFTC/ITAM
- Donald Sullivan – AFFTC/FMA
- Joanne Gergle – 95ABW/XP
- Kelly Adams – 412TW/CCRE
- Dave King - AFFTC/ITXP

AMS Members

- Elmer Standridge - Project Manager
- Ron Dibble - AEDC Functional SME
- Richard Kelley - Technical Lead
- Grant Soderstrom - Technical Architect
- Sarah Agan - Process Lead
- Wallace Shuman - Process Analyst
- Ruth Wagner - OD/CM SME
- Steve Arrington - Process Analyst

Briefing Outline

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American Management Systems, Inc.

- Objective of Assessment
- What is the Enterprise?
- EBS Vision & Goals
- A Model for Context
- Breakthrough Concepts
- AFFTC Results/Comparisons
- How to Proceed
- Critical Success Factors
- Discussion

Briefing Outline

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American Management Systems, Inc.

- **Objective of Assessment**
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Objectives of EBS Assessment

- Review the current Enterprise Management processes, systems, technical infrastructure, and organizational environment across AFFTC and compare these to the AEDC business solution and industry “best practices”
- Help AFFTC determine the best approach to an Enterprise Business Solution and...
  - Leverage AEDC investment
  - Capitalize on capability already deployed
  - Move quickly to an enterprise business focus
- Provide a plan and briefing to support results of the assessment

Briefed to CLC on 02 March, 2001

Briefing Outline

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What Is the Enterprise?

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- Enterprise – all resources, organizations, assets and processes used in support of AFFTC's mission, including support contractors
- External links – Legacy DoD, AF and AFMC standard systems – plus AF Portal
- Business processes - Common across T&E
- How big is the enterprise? Try not to place any system or process limitations that would inhibit the possibility of integration across AFMC

What's a Next Generation Enterprise?

The Benchmark for Business

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- An Enterprise balances the focus on people, technology and process – all integrated and aimed at adding value for their stakeholders (customers, partners, suppliers and the taxpayer)
- One that has become agile as a result of a process focus and enabling technology, seamlessly passing business information across virtual stakeholder boundaries
- Process discipline and employee empowerment have made it organizationally and operationally agile, capable of executing quickly and precisely
- Employees are self-starting, self-actualized agents of change, always searching for creative ways to support enterprise objectives
- Each stakeholder perceives that the enterprise is focused solely on delivering the value that he/she seeks, not only quality products but an enduring relationship of trust and engagement.

Important EBS Considerations

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- Jumping on the IT bandwagon is expensive and meaningless without context
  - Why are you doing this?
    - What is your value proposition?
  - Who are your customers?
    - What are their needs?
  - What value is this providing…
    - To mission accomplishment
    - To the customers
    - To partners/suppliers
    - To the taxpayer
- An integrated approach for people, process and technology
  - one size does not fit all

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AFFTC EBS Vision

- AFFTC will be an *integrated enterprise* that provides the *right information* to the *right people* at the *right time*
  - Integrated Enterprise:
    - AFFTC people, processes, and technology working together to conduct our mission
  - Right Information:
    - Accurate business information (cost, schedule, performance, capacity, workload, etc.) -- single source, no re-keying, no reconciliation
  - Right People:
    - Ourselves supporting our customers, our partners, our command, our Air Force
  - Right Time:
    - In time to make intelligent decisions to support actions with integrity (e.g. if we really cut 100 people then we really STOP doing something)

AFFTC EBS Vision
(Alternate)

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- AFFTC will be a ***tight outfit*** that gets the ***right stuff*** to the ***right folks when they gotta have it***…(if we got it to them beforehand they'd just lose it).

AFFTC EBS Goals

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- Support the AFFTC team at all levels with enhanced business relationships, processes and tools that enable timely and accurate decisions to be made regarding current and future business activities. Specific goals are:
  - Actual financial data within 24 hours
  - Schedule commitment within 48 hours
  - SOCs in 2 days (simple)/2 weeks (complex)
  - Real time access to project cost, schedule, and performance measures
  - Less than 2% recall for incorrect/incomplete work
  - Real time resource status (personnel, facilities, test equipment)
  - Support Mission Area business decisions related to work and resource management

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An Enterprise Perspective

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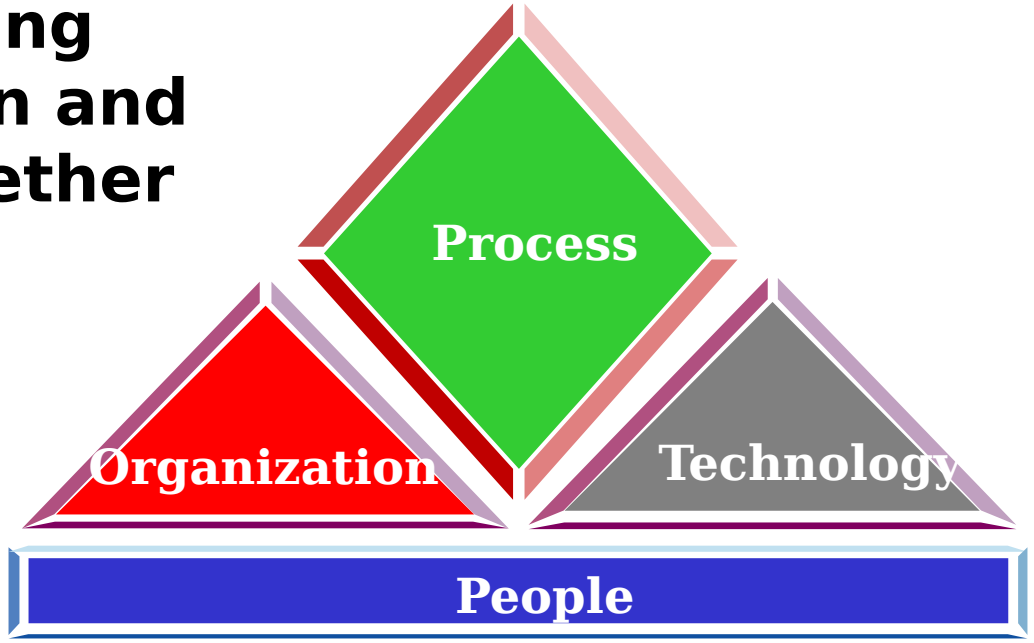
We thought of the organization in four components: considering organization and people together



Enterprise Design Principles

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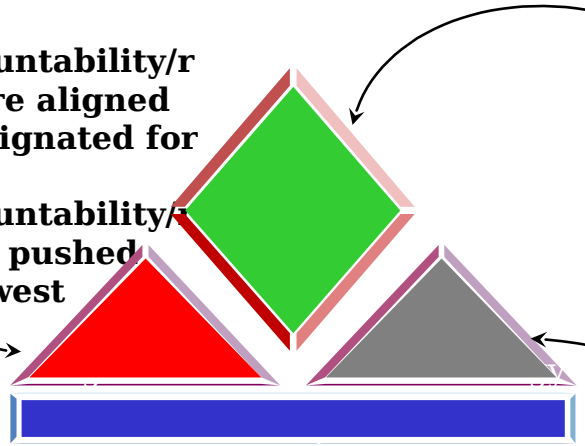
Organization Principles

- Organization supports, rather than hinders processes
- Authority/accountability/responsibility are aligned and clearly designated for processes
- Authority/accountability/responsibility is pushed down to the lowest practical level



Process Principles

- Processes are integrated for all work performance
- Processes are standardized/simplified for AFFTC
- Processes must add value to the customer
- Processes are designed to manage risk, not eliminate risk
- Processes are designed to the norm, not exceptions
- Processes are measurable for determining status and driving improvement
- Processes clearly define roles and functions
- Processes are documented
- Processes have an owner
- Processes are changed according to a standard process
- Processes are efficient in the use of people and materials
- BPR will be considered prior to process automation
- Strive for single data entry and single data repository
- Processes will be supported by independent audit for performance and compliance

People Principles

- Training is continuous and is based on process requirements
- Process participants most affected by process change are represented in the process design
- Rewards are structured to support long term improvement
- Workplace environment, tools and equipment are provided to enable people to excel
- Measure what you want improved
- Teams do work, not organizations
- Individuals are focused on supporting

Technology Principles

- Routine decisions are automated according to pre-determined business rules
- COTS packages are purchased as basis for new systems, unless otherwise justified
- Economical COTS system upgrades are maintained
- Technology enables process
- Technology is leveraged where it provides value
- System inputs and outputs are standardized (single integrated solution)

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Breakthrough Concepts (Enterprise Management)

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- Optimize enterprise performance vs. sub-optimize organization/function
- **Enterprise Processes are treated like assets and undergo configuration management, performance and compliance reviews**
- Incorporate knowledge management into the AFFTC technical support structure for people and processes
- Incorporate competency-based employee and training management along with integrated employee status management
- Incorporate data warehousing to support AFFTC enterprise decision making

Breakthrough Concepts (Financial)

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- **Costing based on capacity as incentive to control excess/reserve capacity of assets and facilities**
- Capture government and contractor transaction data at source (labor, material, other direct costs)
- Determination of capacity of facilities resources and assets is the basis for cost collection/allocation and analysis
- Price to customer is based on detailed cost accumulation of “actual” customer impact on Center cost drivers
- **ABC-enabled cost accounting methodology and management**

Breakthrough Concepts (Work Management)

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- **All work on work orders**
- Tie all work to projects and to either assets or functions
- **Integrated automated COTS/legacy system management – configuration management, functions and interfaces**

Breakthrough Concepts (Project Management)

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- Capacity management is essential for responsible commitment to customer work
- **Common project WBS to some level for allowing comparison and rollup of multiple projects**
- Enable the use of portal technology to allow customized user views and comparison of enterprise and external data
- Orienting business and reporting systems around accountabilities based on roles, not on organizational alignment/structure

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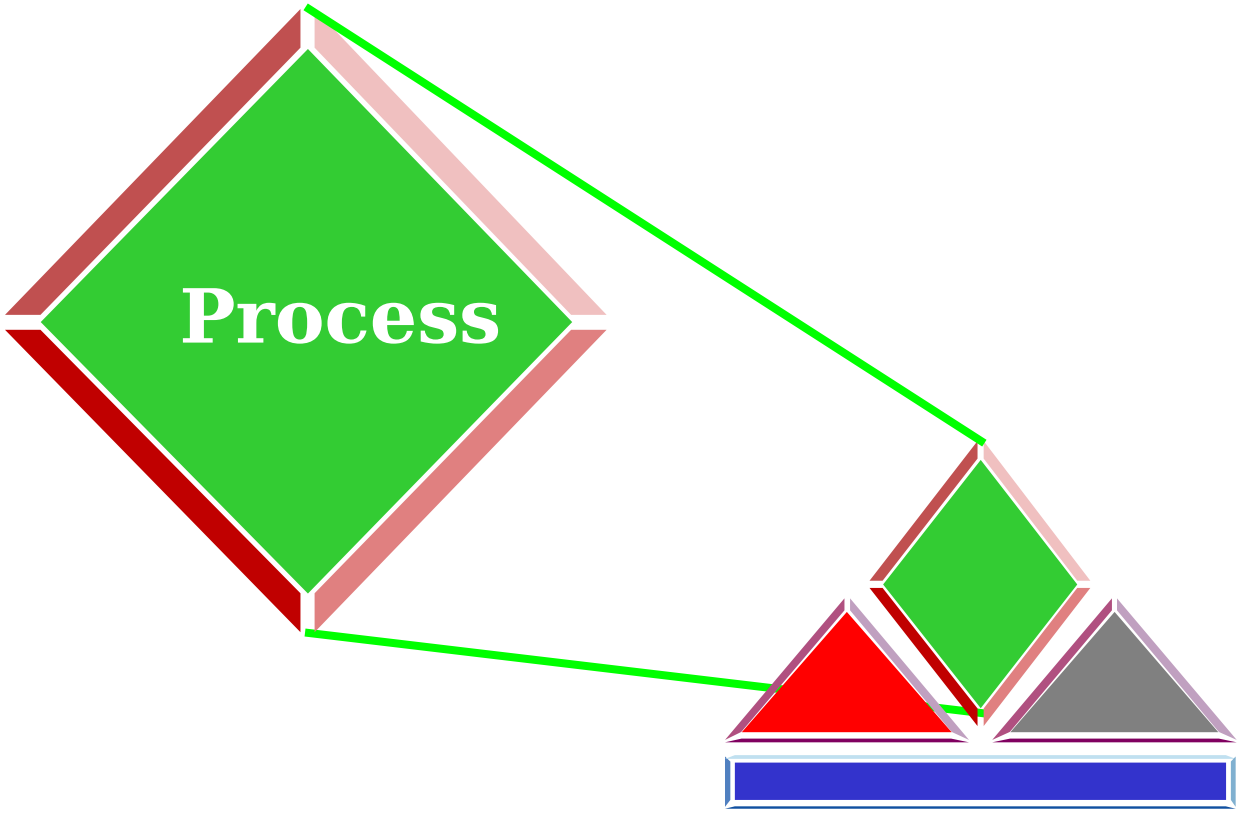
Managing Processes



Process Evaluation

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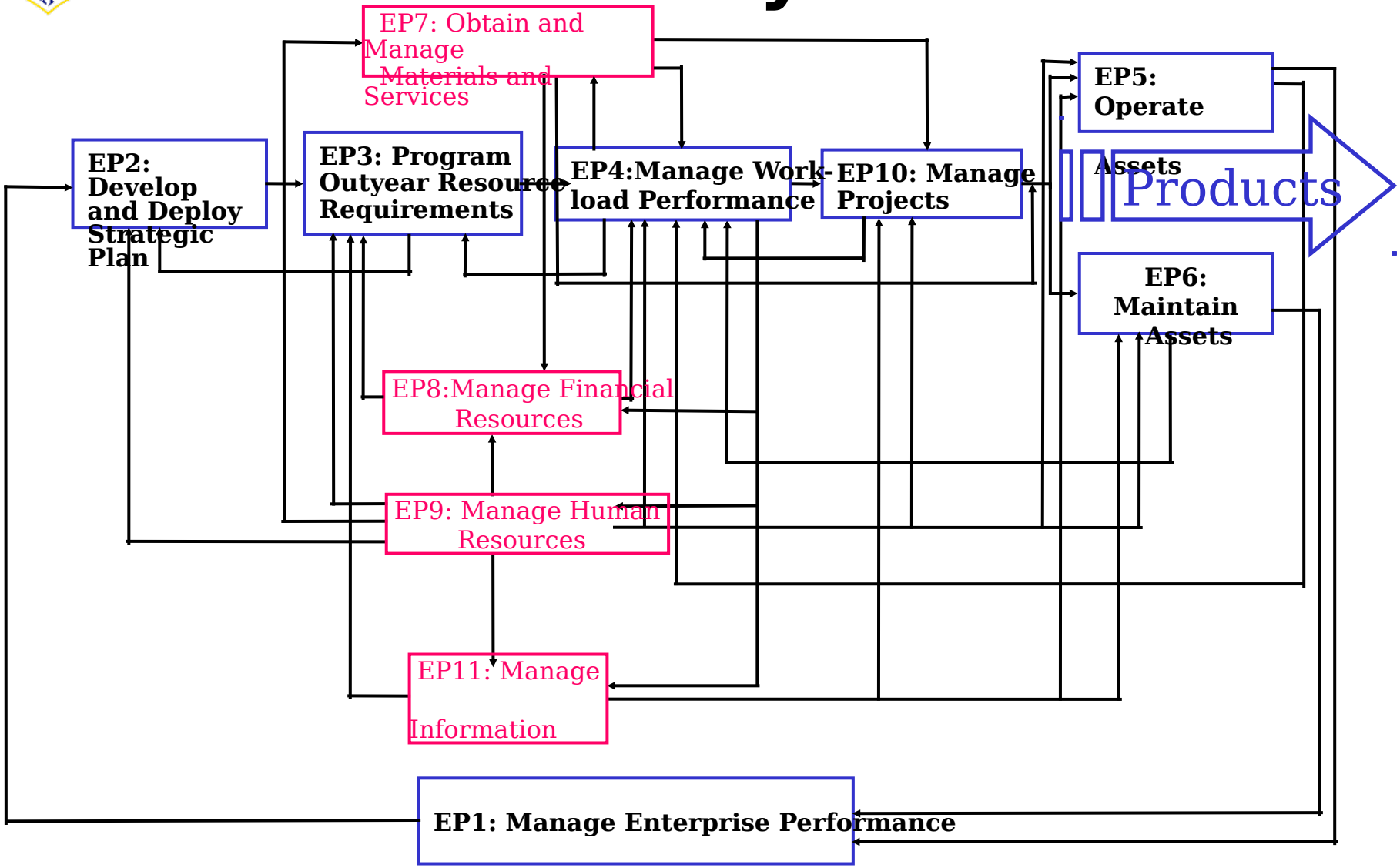
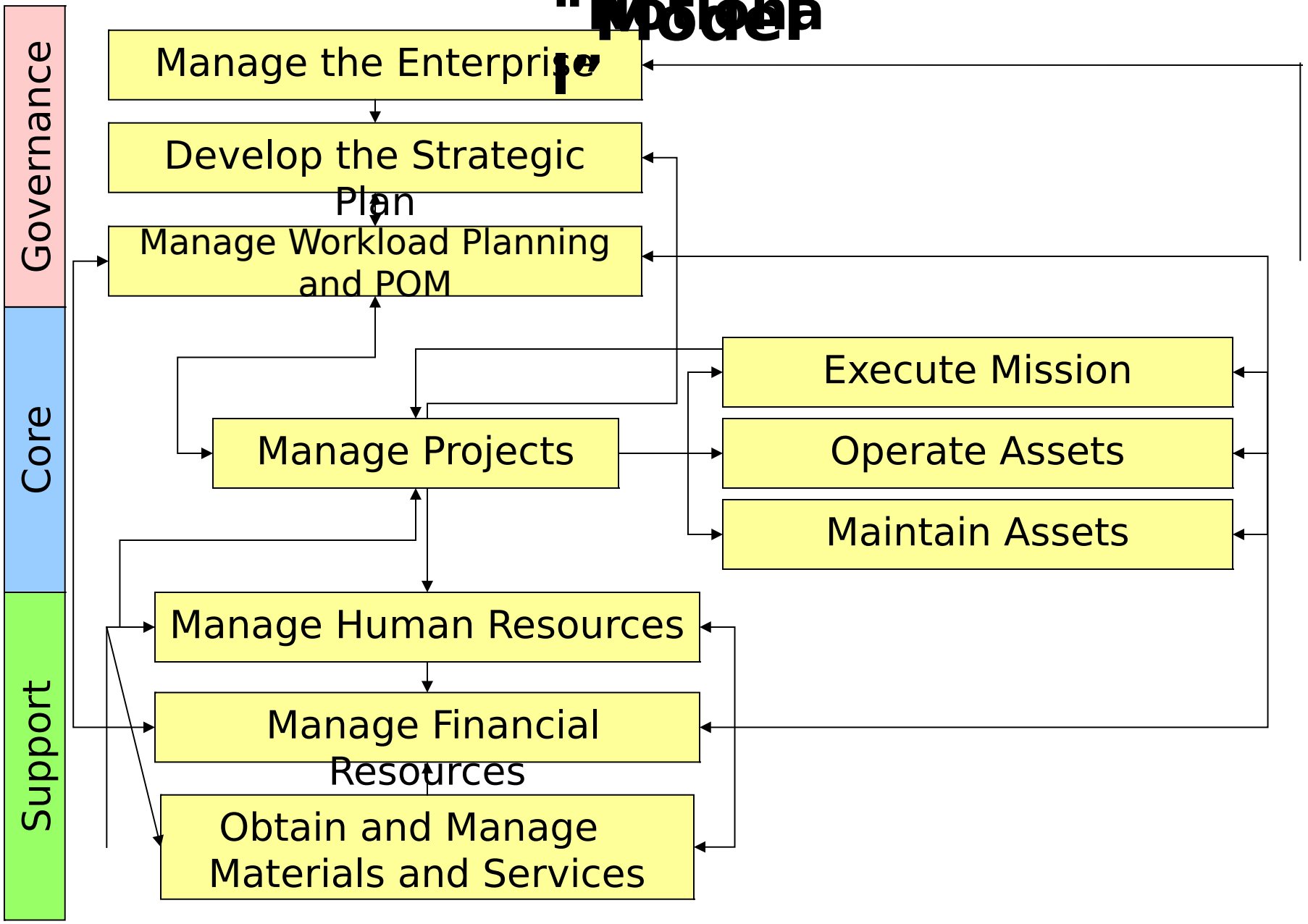
- AFFTC comparison to established AEDC enterprise processes
  - Interviews, shared documentation, Group Systems
  - Process mapping to AFFTC “notional” model
- AEDC enterprise processes are largely adaptable to AFFTC
  - Common RDT&E framework and roles
  - No substantial disconnects at ‘enterprise’ level

Bottom Line: Incorporate best value processes from AEDC, t
configure and expand to fit AFFTC requirements

AEDC Enterprise Process System



AFFTC Enterprise Process "Notional Model"



AEDC Processes Can be Leveraged at AFFTC

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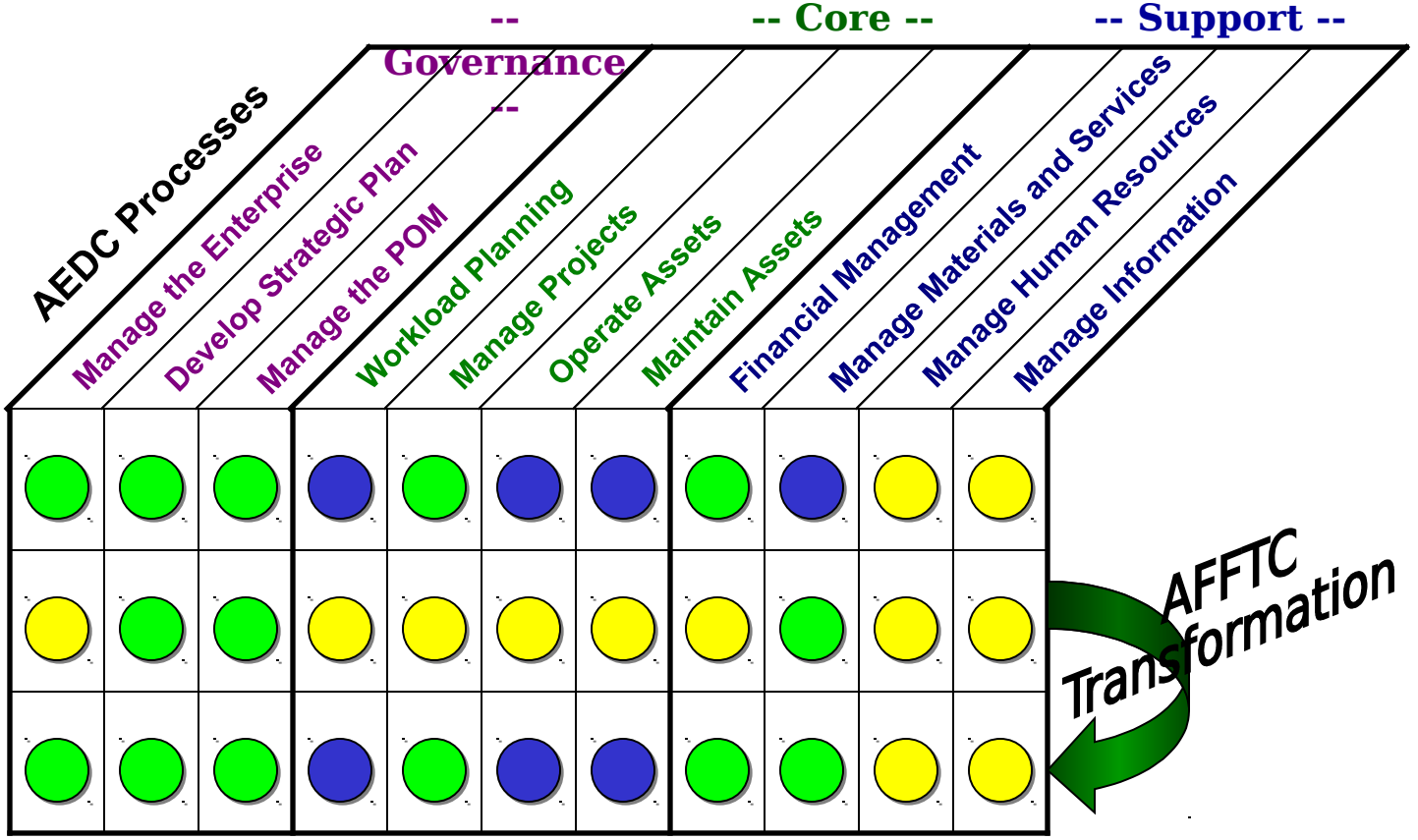
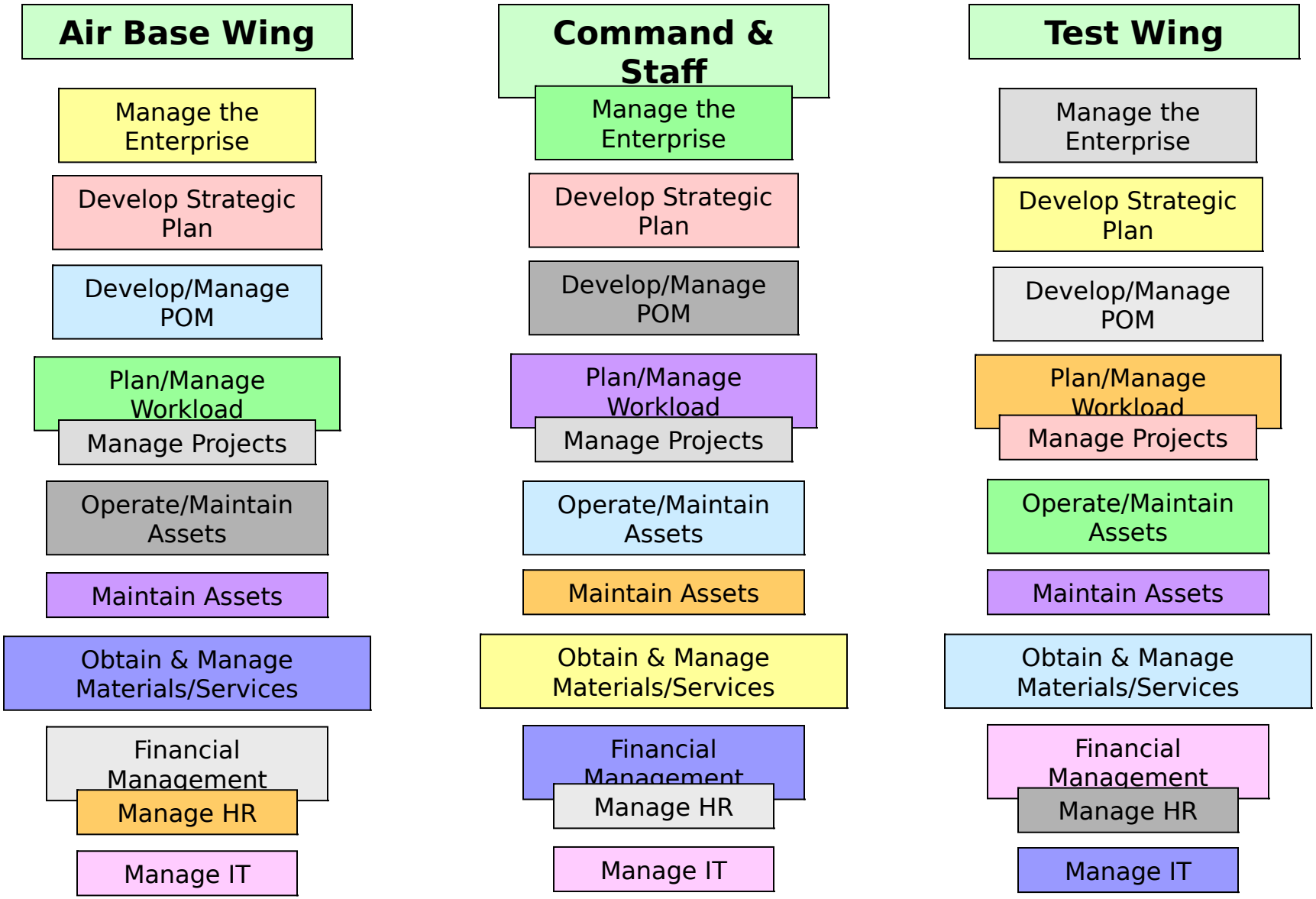


AEDC processes exist, are documented, and controlled
Comparable AFFTC processes exist, are documented, and controlled

AFFTC after AEDC processes are leveraged

Completely | Substantially | Partially | None

Three of Everything



Process Conclusions

- **Become *enterprise* process-centric**
  - Establish and support Center level enterprise process management
  - Develop, approve and deploy an Enterprise Process Model
  - Identify and define AFFTC enterprise roles and responsibilities
  - Adopt a standard system for integration and maintenance of enterprise processes (e.g., CASEwise Corporate Modeler)

- **Establish governing principles**
  - Hold Process Owners accountable for their enterprise processes
  - Stabilize Process definition(s) before configuring IT enablers (systems)
  - Make Enterprise Processes accessible to the AFFTC workforce
  - Create an Process audit/compliance team for review, enforcement and performance measurement

Process Conclusions

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- Next Steps
  - Leverage AEDC enterprise processes, policy notices, procedures and guidelines
  - Structure training and education approach to support introduction of enterprise process management

Processes don't need to be chiseled in stone to get started!

A Status Report & Conclusions

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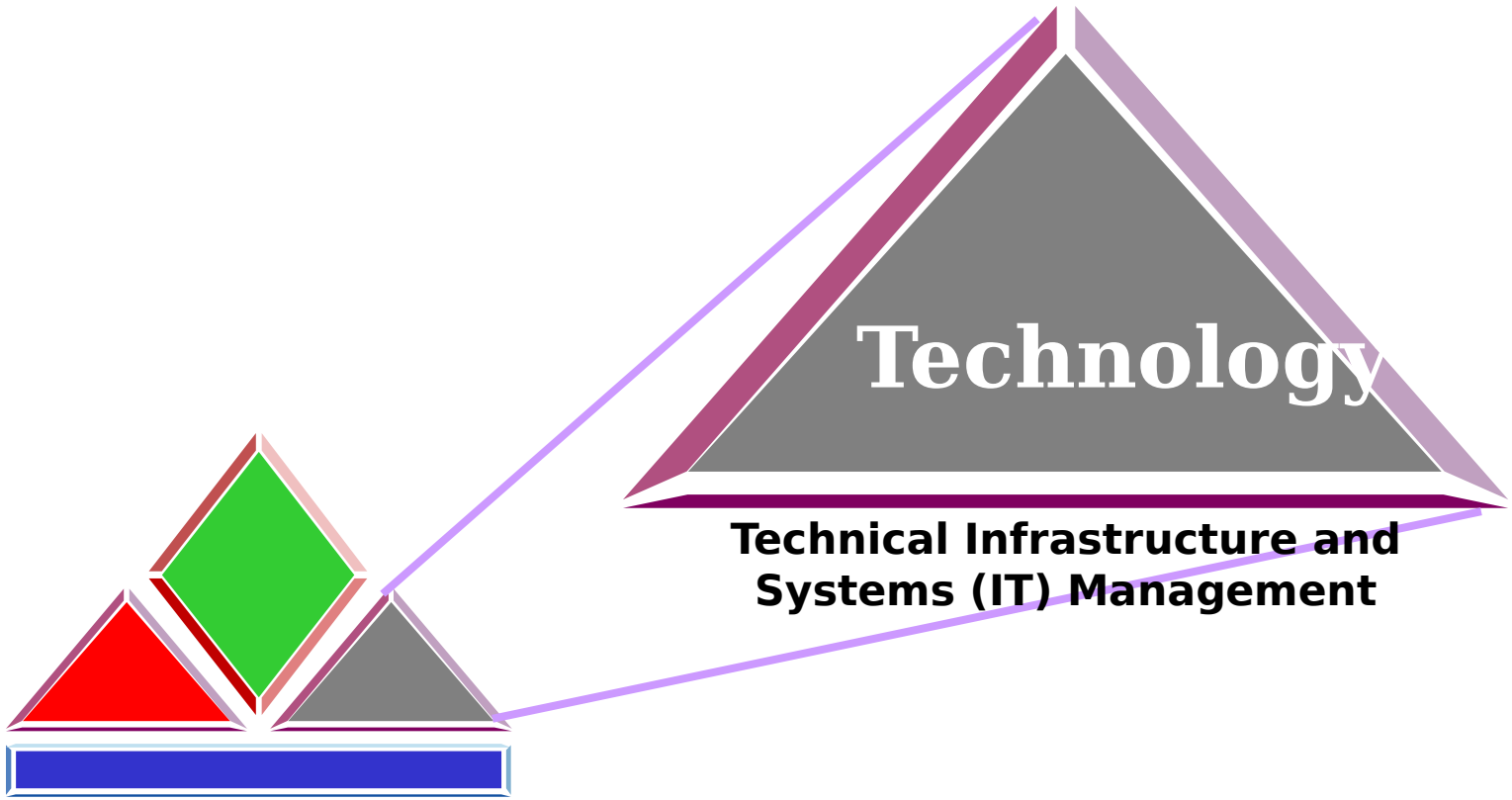

Technical Evaluation

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- Assessed AFFTC technical infrastructure against notional EBS requirements
- Assessed systems management practices against EBS requirements and industry best practices
  - Interviews, documentation, Group Systems
- Physical infrastructure can be ready for EBS; *enterprise* systems management practices undeveloped

***Bottom Line*: Systems (IT) management discipline should be near term focus for EBS**

IT Physical Infrastructure Assessment

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- Physical Infrastructure
  - In General
    - Physical infrastructure basically adequate to support EBS with minor improvements
  - The Gaps
    - Thin-wire Ethernet in 80% of building – possible performance issue in high use areas
    - Lack of physical redundancy in ATM backbone – risk issue not performance issue
  - Mitigation
    - Thin-wire issue - Prioritize upgrade of Thin-wire to CAT-5 in facilities expected to have high EBS traffic
    - Develop recovery plan for backbone failure.

Systems (IT) Management Practice Assessment

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Formation of the IT Directorate was a step forward and will facilitate an EBS implementation

- **Challenges for the IT organization**
  - Prevent the re-establishment of ‘bad habits’ from legacy environment
  - Establish an effective, Center-wide Central Help Desk
  - Coordinate O & M functions across divisions
  - Continue to consolidate IT Functions
  - Centralize servers to reduce maintenance cost and improve reliability
- **Central Help Desk will assist IT management**
  - Identify repetitive and broad-based problems
  - Capture and reuse solutions to common problems (knowledge base)
  - Capture a ‘history’ for trend and performance analysis
  - Present a consistent face to the customer

Systems (IT) Management Practice Assessment (Continued)

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- **Eliminate "Us vs. Them"**
  - Intervene, possibly using professional facilitator to expose/resolve issues
  - Reduce barriers by addressing organizational impediments
  - Promote teamwork and build a sense of common mission
- **Establish Enterprise Standards, Policies and Processes**
  - Reduce inappropriate redundancy; increases reliability, responsiveness
  - Institutionalize Air Force and appropriate industry 'best practices'
- **Improve Configuration Management**
  - Consolidate and streamline configuration control over desktops and servers; currently 1100 desktop configurations, and 300 server configurations
    - Minimizes maintenance costs
    - Improves reliability and customer service

Systems (IT) Management Practice Assessment (Continued)

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- **Manage the Desktop Centrally**
  - Absence of enterprise controlled desktop impedes individual and corporate flexibility, and promotes configuration anarchy
    - Users have admin rights and can install or uninstall any software
    - Inexperienced users have full access to the operating system
      - High rate of trouble calls
    - Defeats core purpose of using Tivoli for software distribution and control
    - Constrains implementation of ‘roaming profiles’

Technical Roadmap

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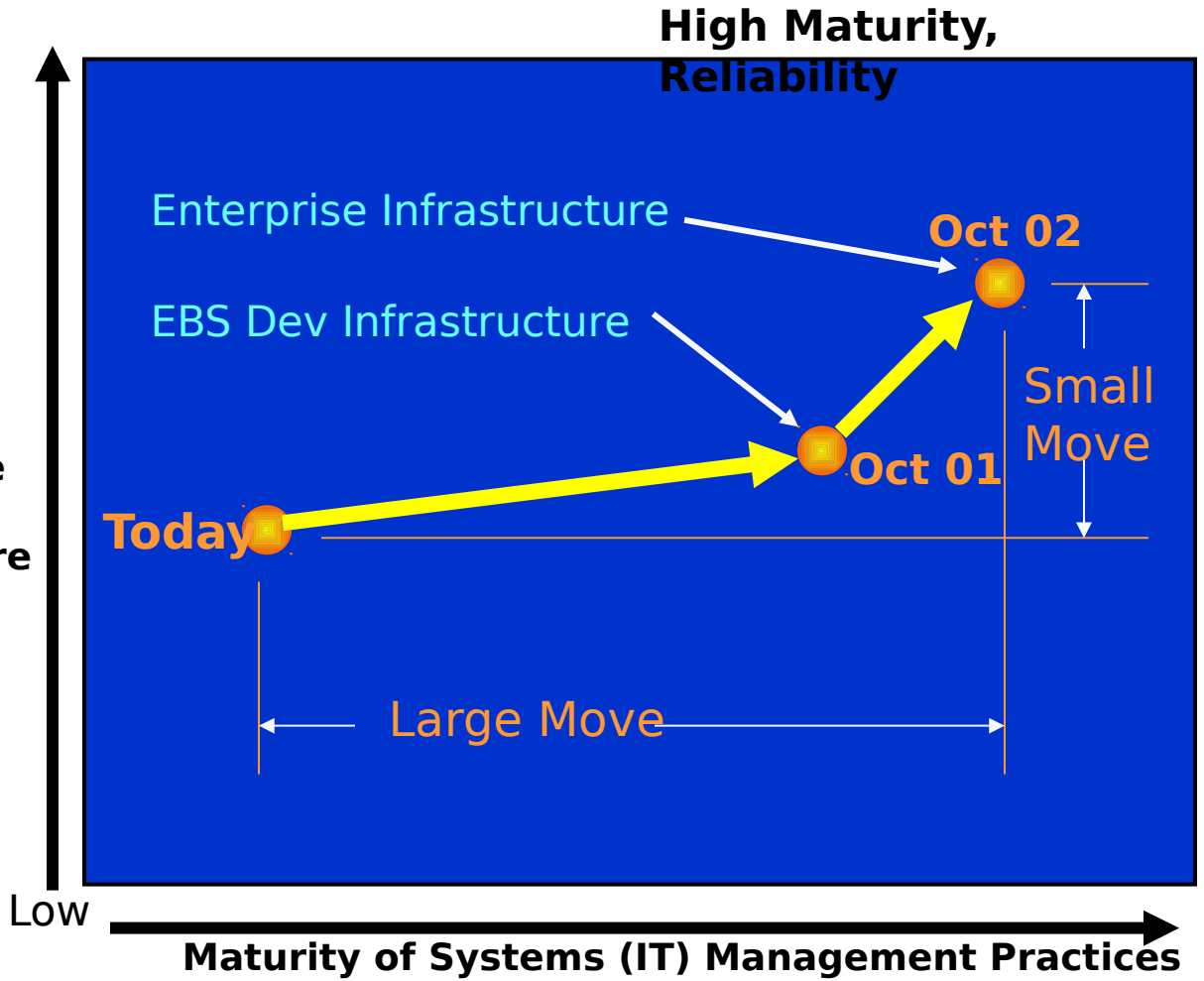

Capacity/ Performance of Infrastructure

Enabled by

- **Dollars**

Enabled by: Configuration Management, Standards, Skills, Work Force Shaping, Team Building, Policy, Procedures, Single Help Desk, Consolidation of Function

A Status Report & Conclusions

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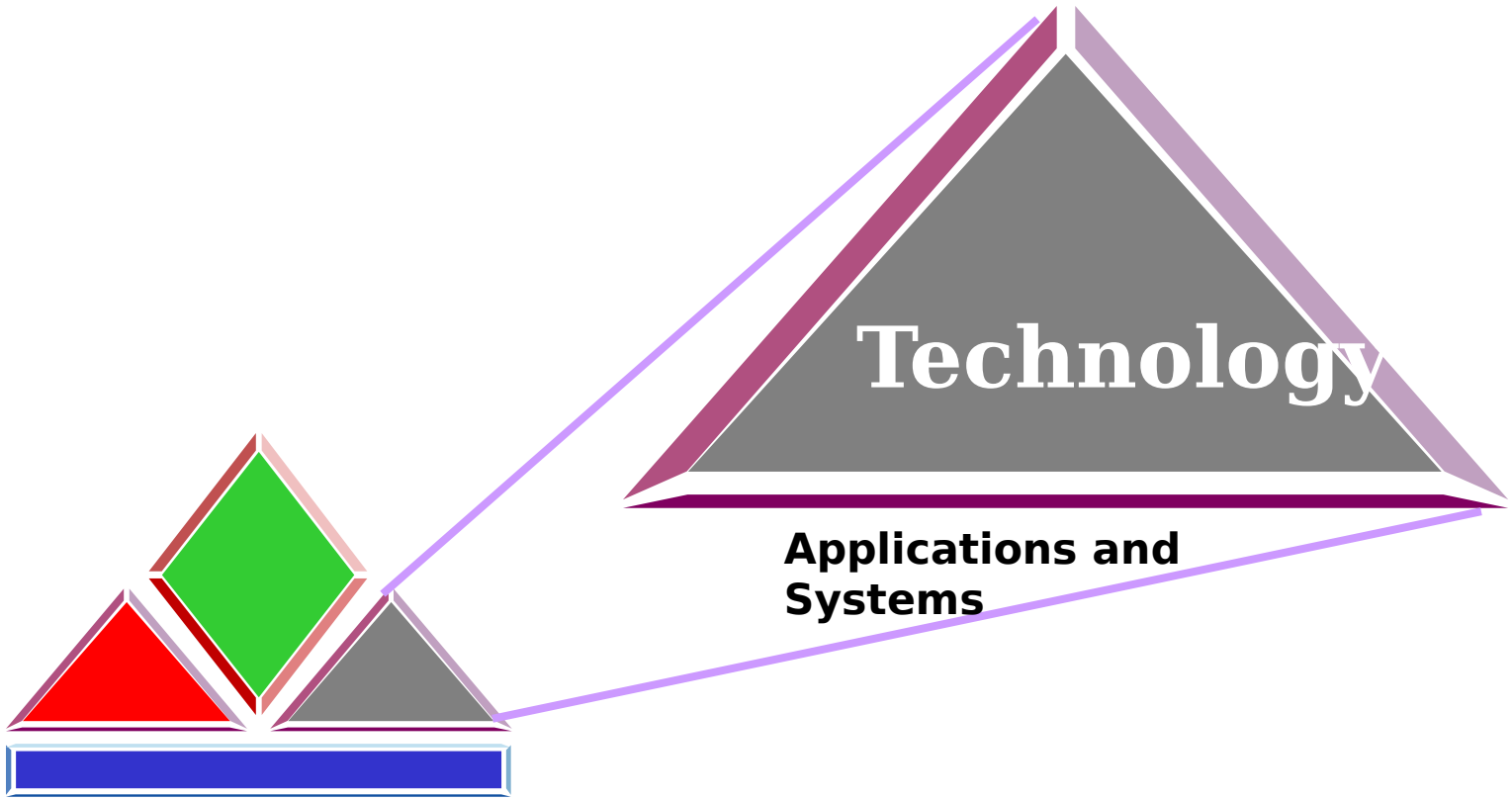

Systems Evaluation

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- Assessed existing and planned AFFTC (C&S, TW and ABW) applications to support AEDC/Industry ‘best practices’ models
  - Reviewed systems documentation, interviewed key users and system administrators
  - Analyzed differences in requirements/functionality
- Centers’ workforce mix and contracting model highlight principal differences in system functionality
- AEDC workflow/transaction applications offer good “fit” and early payoff for AFFTC EBS initiative

Bottom Line: Leverage selected AEDC applications for reuse at AFFTC

System Evaluation - Details

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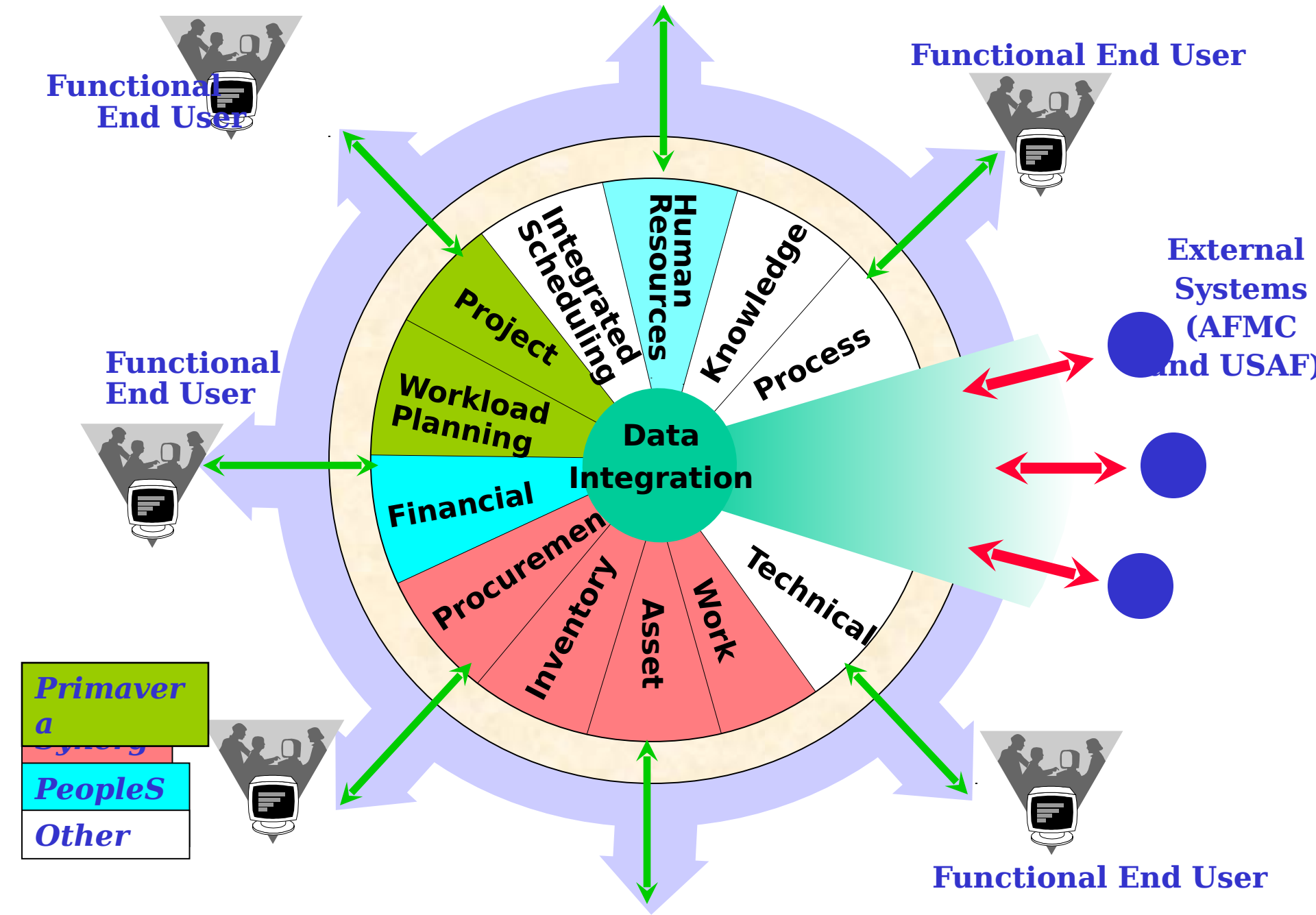
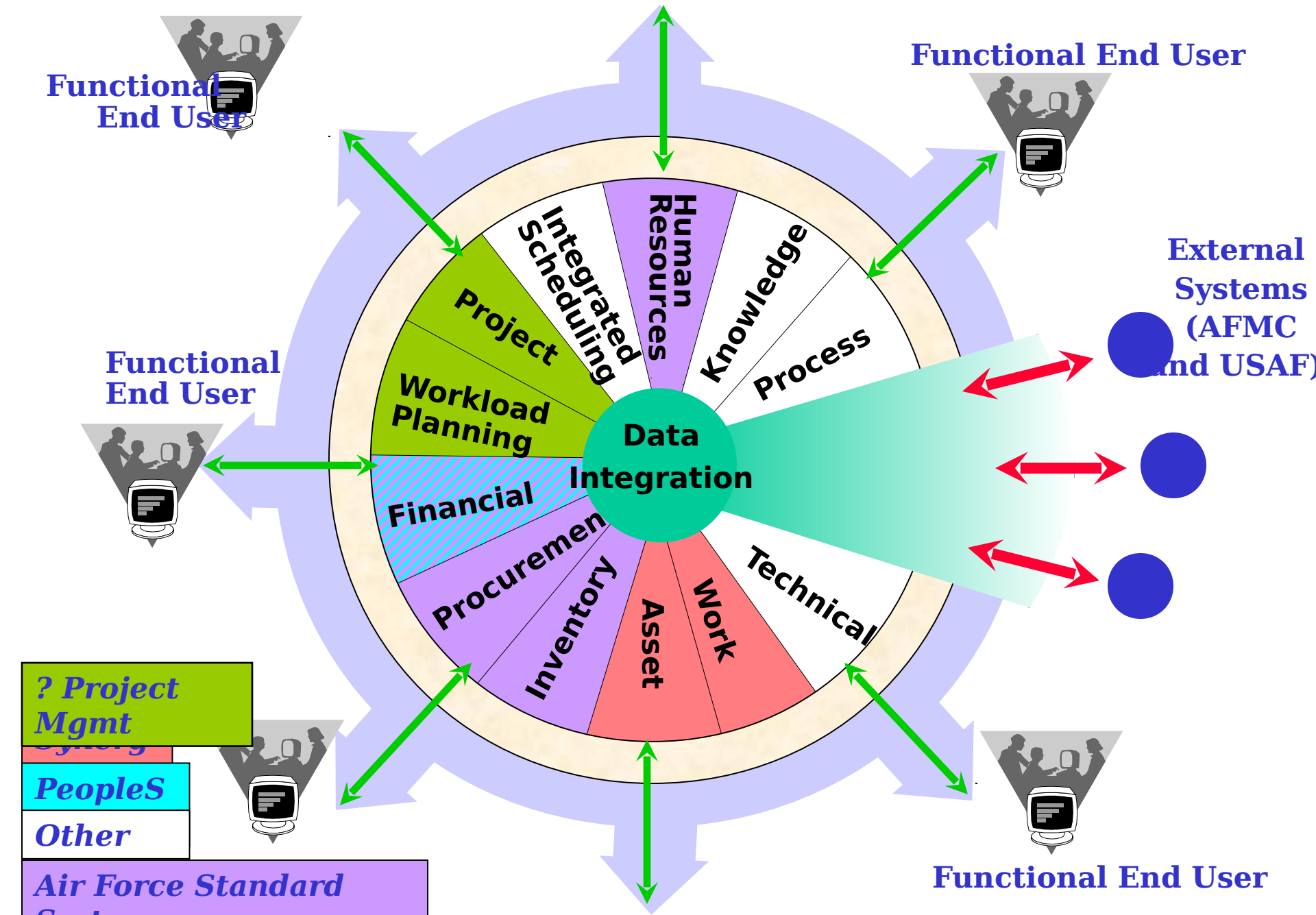
- EBS Functional View
- AEDC/AFFTC Functionality Comparison
- Legacy/EBS Incremental Integration
- Suitability of AEDC COTS Software

AEDC Functional Architecture



AFFTC Functional Architecture



Legend of the Eye Charts

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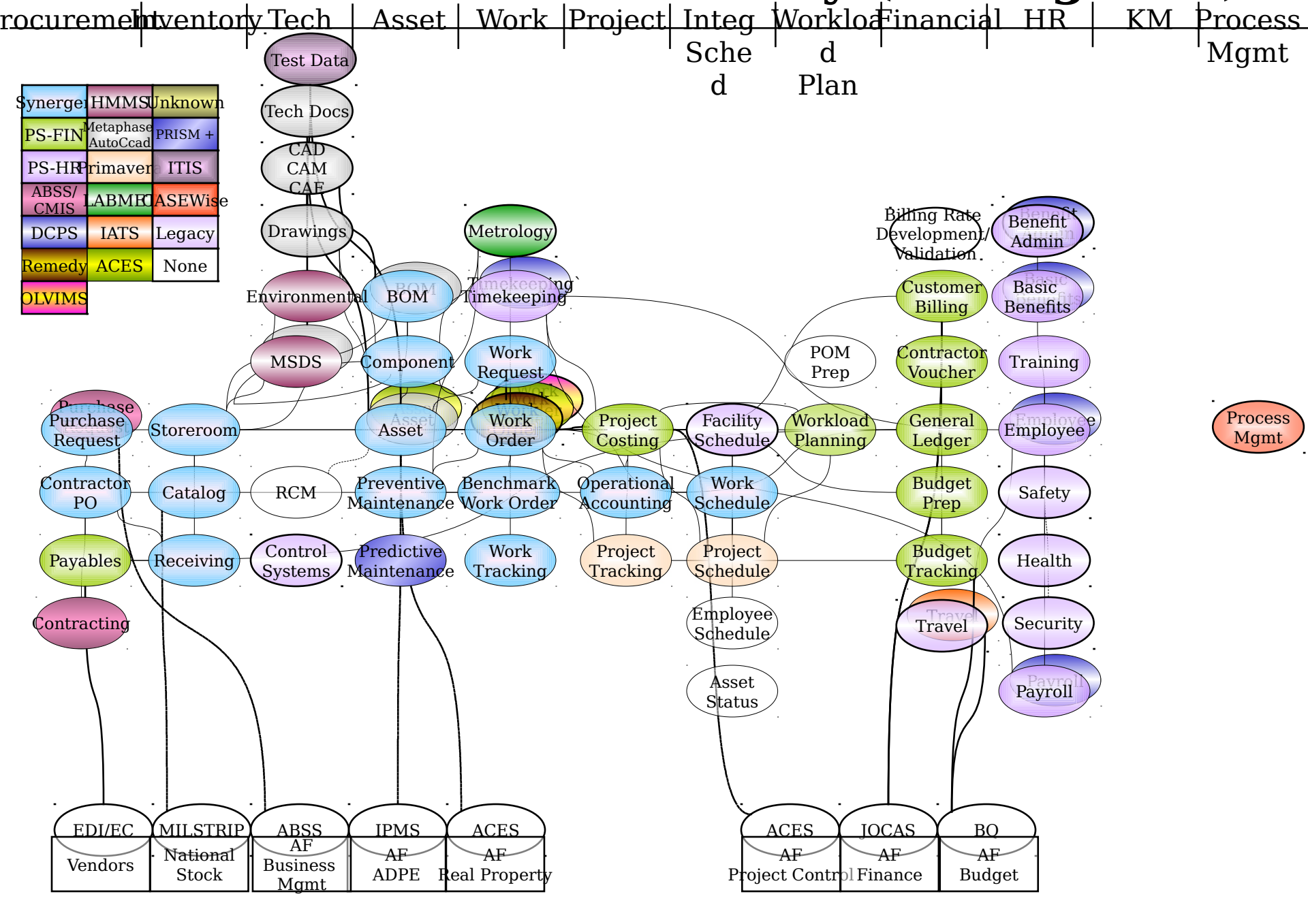
Solid lines are good

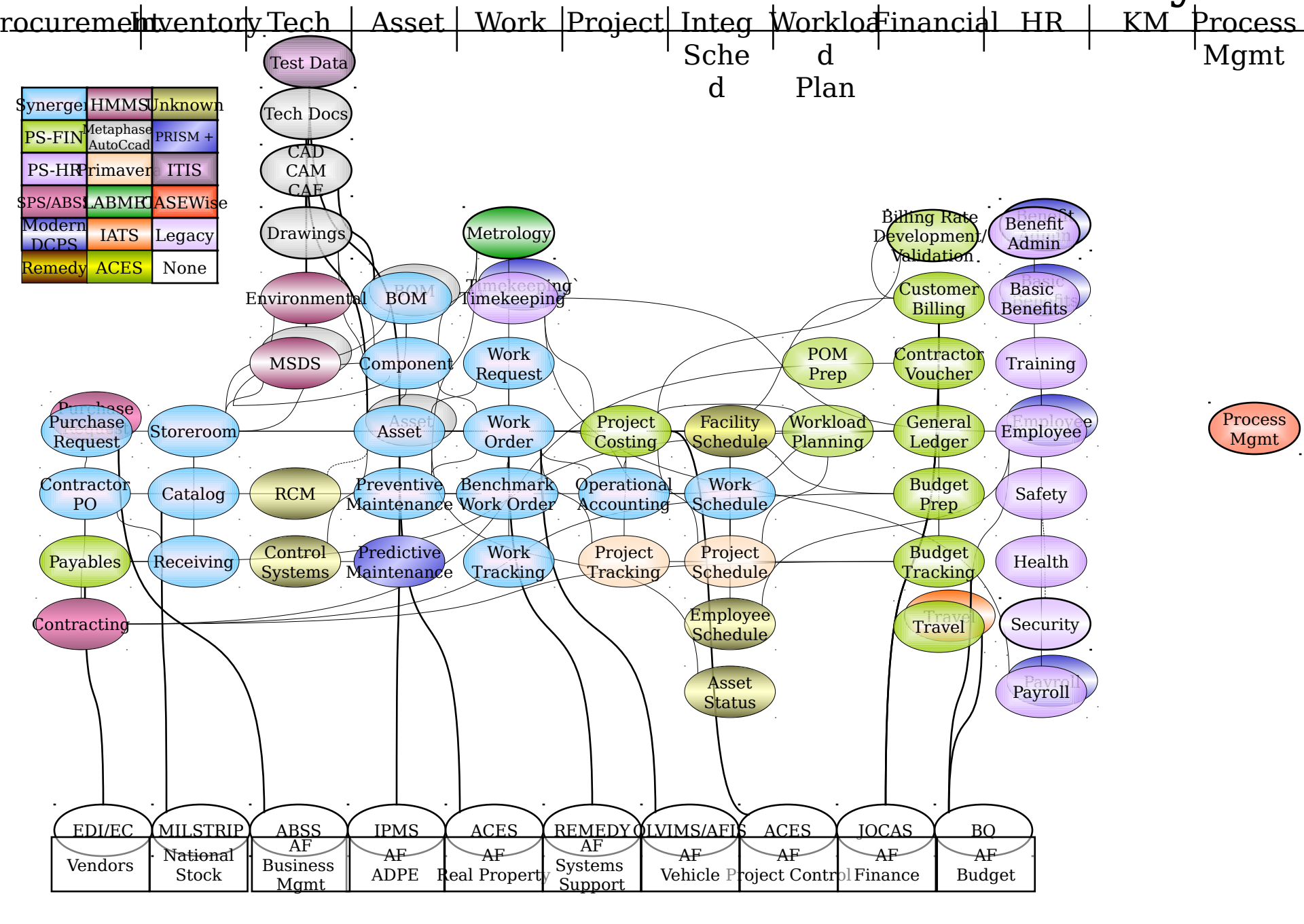
Dashed lines are bad

“No lines” are worse

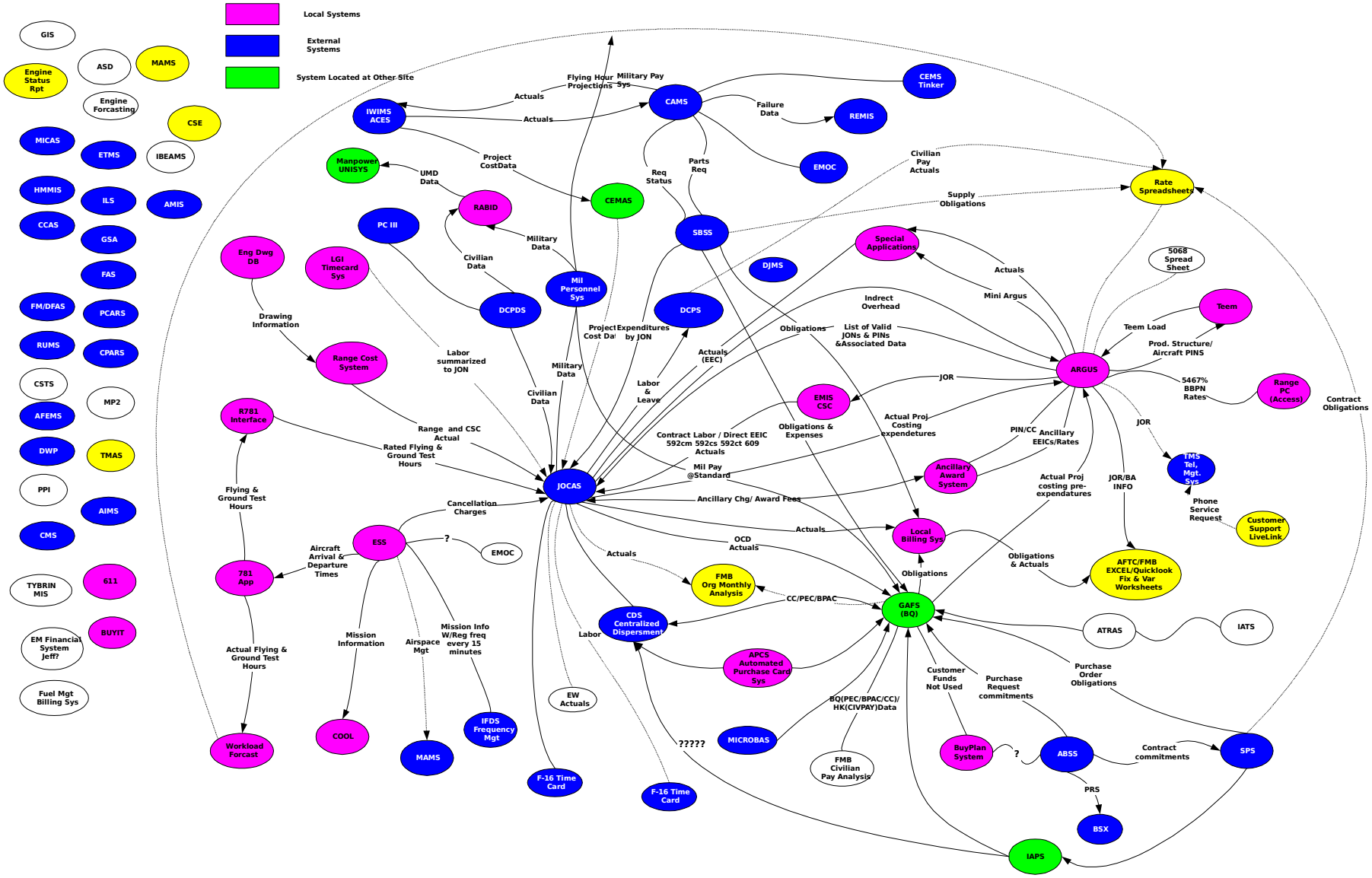
AEDC Current Functionality (through-R6)



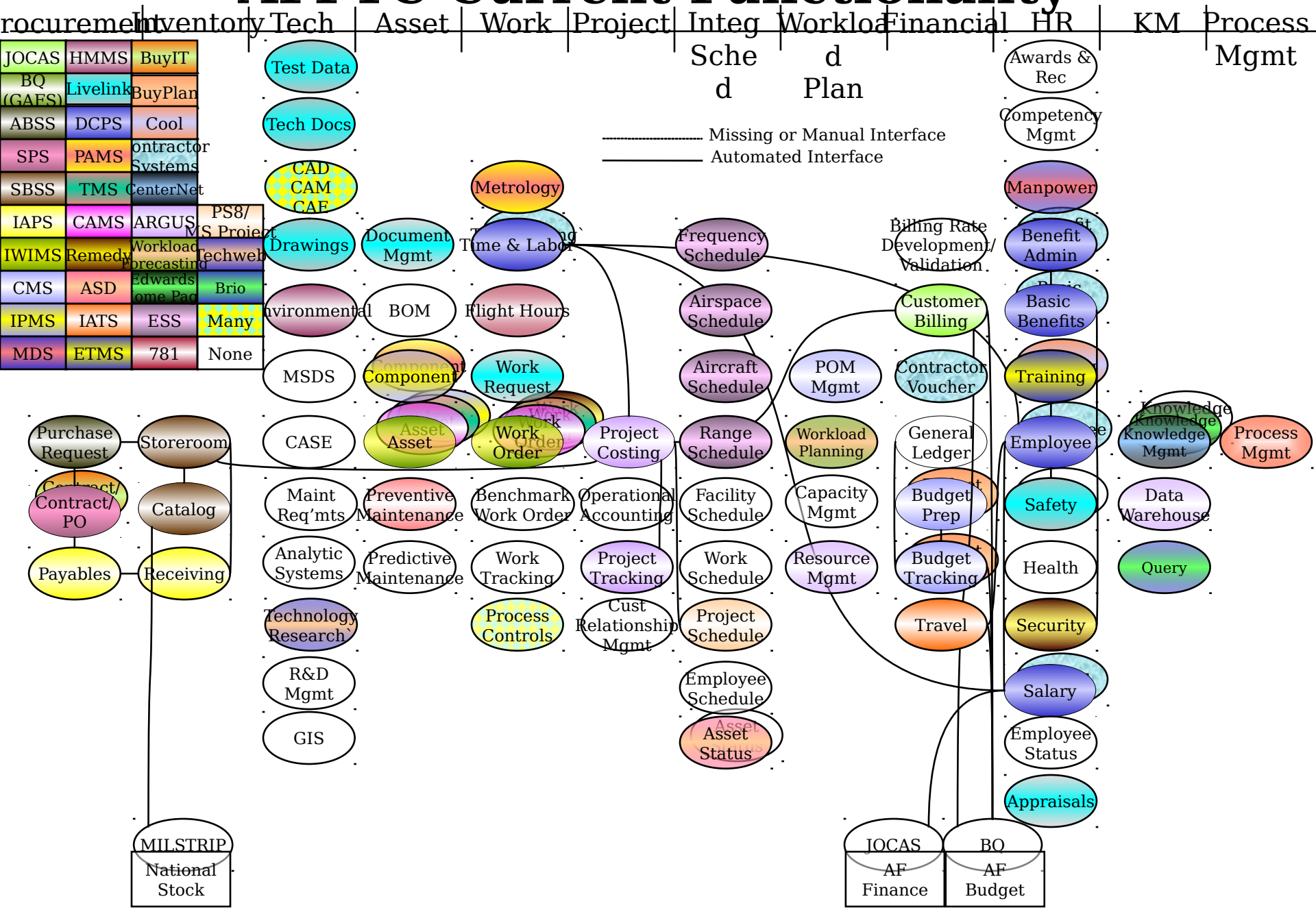
AEDC Planned End-State Functionality



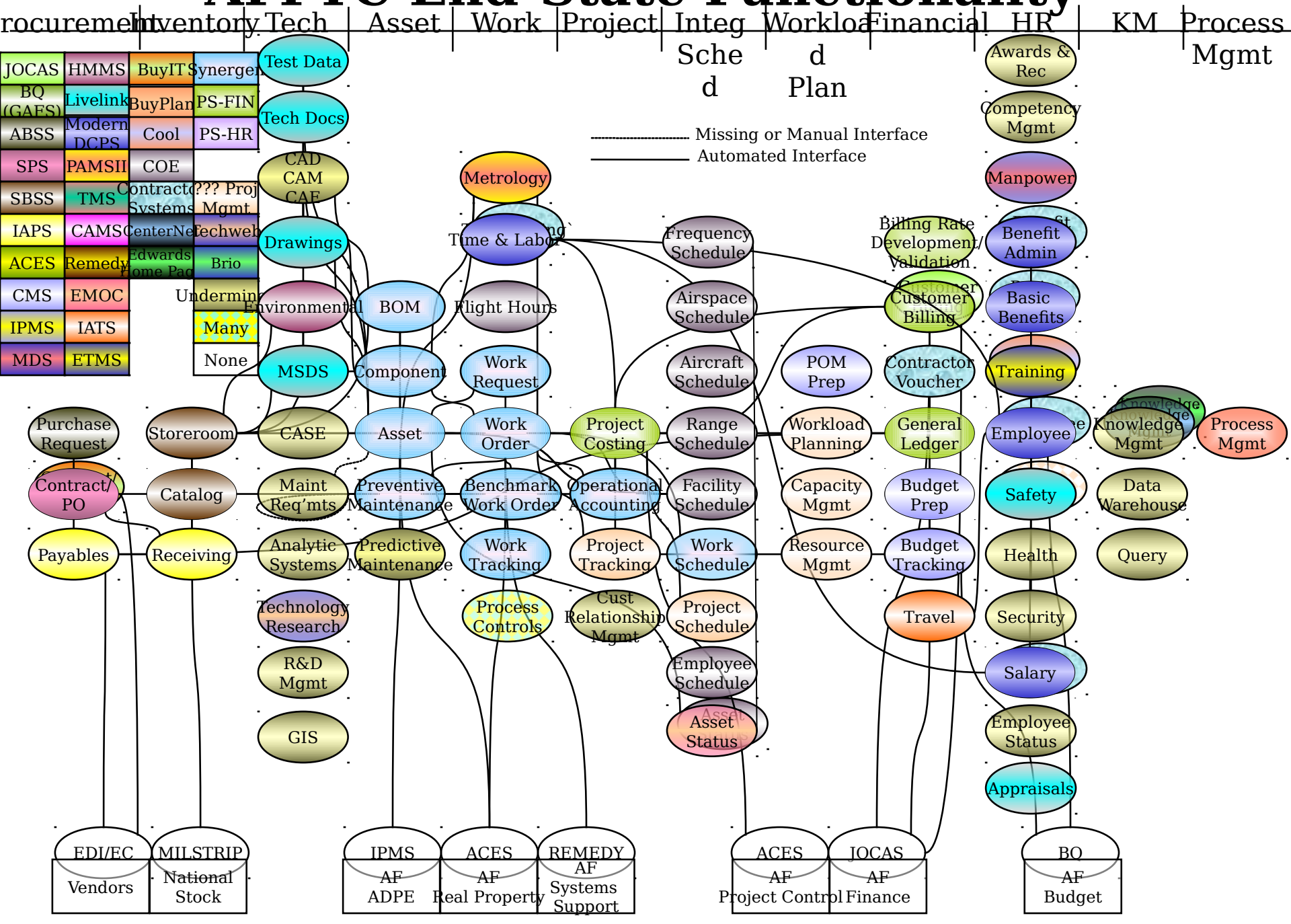
AFFTC Eye Chart

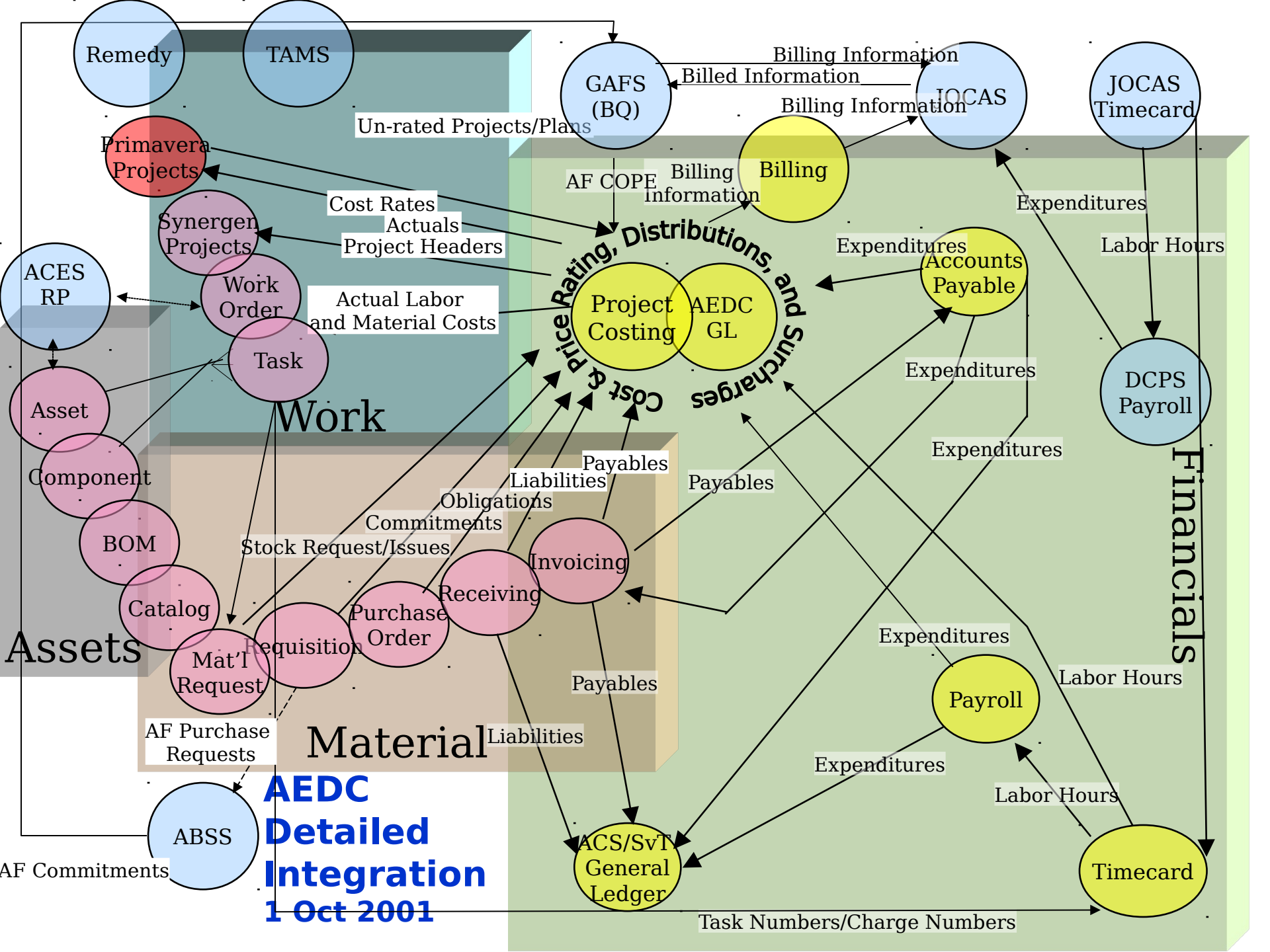


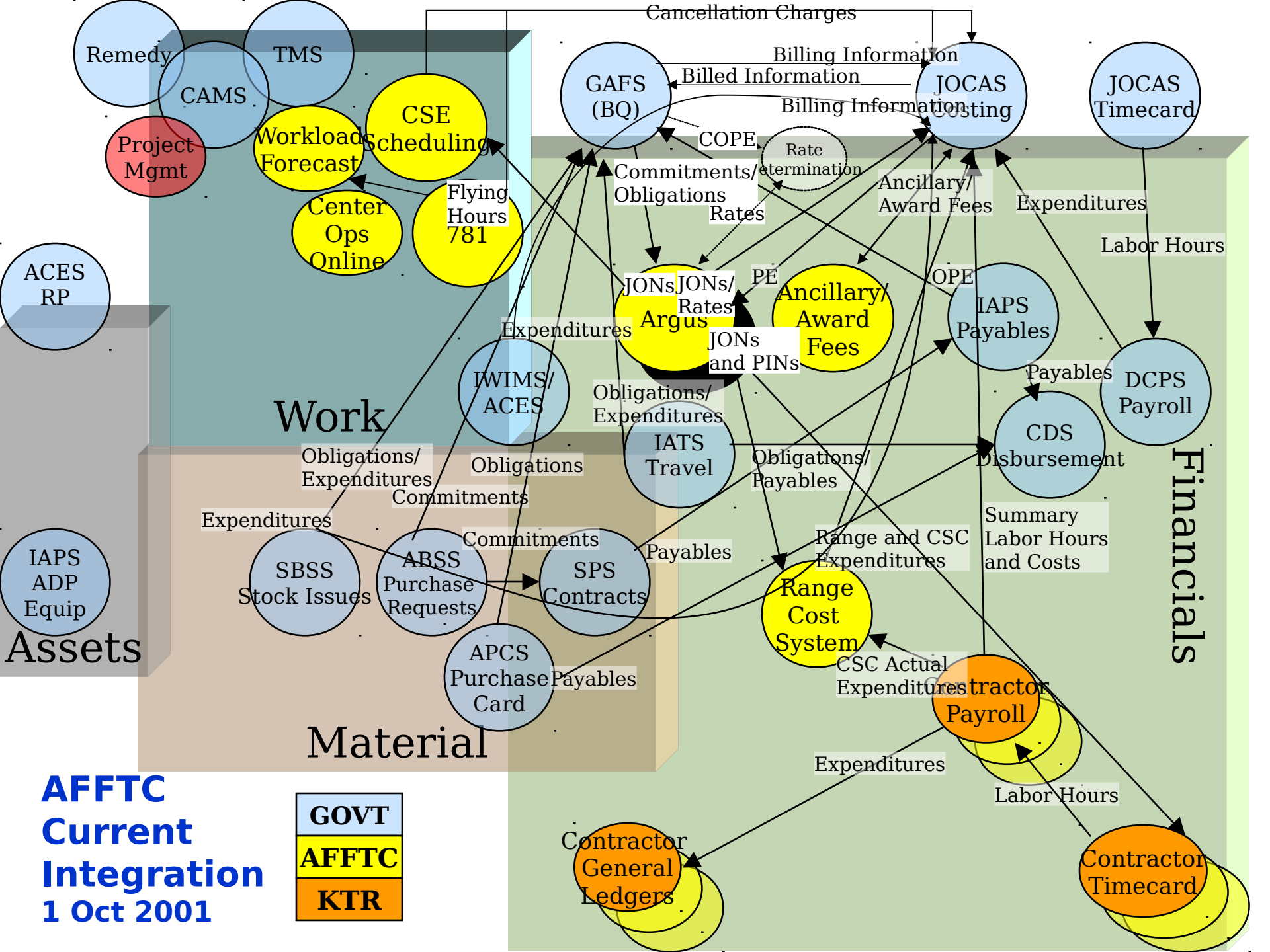
AFFTC Current Functionality



AFFTC End-State Functionality




Remedy
TAMS
GAFS (BQ)
Billing Information
Billed Information
IOCAS
Billing Information
JOCAS Timecard
Un-rated Projects/Plans
Primavera Projects
AF COPE
Billing Information
Billing
Cost Rates
Actuals
Project Headers
Synergen Projects
Expenditures
Labor Hours
Expenditures
Accounts Payable
ACES RP
Work Order
Actual Labor and Material Costs
Project Costing
AEDC GL
Cost & Price Rating, Distributions, and Surcharges
Task
Expenditures
DCPS Payroll
Asset
Work
Component
Payables
Liabilities
Payables
Expenditures
Obligations
Commitments
BOM
Stock Request/Issues
Invoicing
Catalog
Receiving
Purchase Order
Requisition
Assets
Financials
Expenditures
Mat'l Request
Payroll
Labor Hours
Payables
AF Purchase Requests
Material
Liabilities
Expenditures
Labor Hours
AEDC Detailed Integration
1 Oct 2001
ABSS
ACS/SvT General Ledger
Timecard
AF Commitments
Task Numbers/Charge Numbers


Cancellation Charges
Billing Information
Billed Information
Billing Information
COPE
Rate Determination
Commitments/ Obligations
Rates
Ancillary/ Award Fees
Expenditures
Labor Hours
PE
OPE
JONs
JONs/ Rates
JONs and PINs
Expenditures
Obligations/ Expenditures
Obligations
Commitments
Payables
Summary Labor Hours and Costs
Range and CSC Expenditures
CSC Actual Expenditures
Remedy
TMS
CAMS
Project Mgmt
Workload Forecast
CSE Scheduling
Flying Hours 781
Center Ops Online
GAFS (BQ)
JOCAS Costing
JOCAS Timecard
ACES RP
Argus
Ancillary/ Award Fees
IAPS Payables
DCPS Payroll
IWIMS/ ACES
IATS Travel
CDS Disbursement
Work
Financials
IAPS ADP Equip
SBSS Stock Issues
ABSS Purchase Requests
SPS Contracts
APCS Purchase Card
Range Cost System
Contractor Payroll
Assets
Material
Contractor General Ledgers
Contractor Timecard
AFFTC Current Integration
1 Oct 2001
GOVT
AFFTC
KTR

AEDC Application Suitability at AFFTC

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- Unsuitable. AEDC Application does not match AFFTC requirements.
- Partially Suitable. AEDC Application could provide value over existing AFFTC applications.
- Substantially Suitable. AEDC Application fills a gap or replaces current AFFTC applications.
- Completely Suitable. AEDC Application would provide AFFTC significant benefit.

Synergen Series Computerized Maintenance Management System (CMMS)

- Asset Management
- Work Management
- Inventory
- Purchasing

PeopleSoft Human Resource Management System (HRMS)

- Basic HR
- Benefits
- Payroll
- Time and Labor

PeopleSoft Financial Management System

- Accounts Payable
- Project Costing
- General Ledger
- Billing
- Budgeting

- Primavera Project Planner for the Enterprise (P3E)
- Informatica PowerMart Enterprise Data Integration Platform

COTS Requires a New

Why Use Enterprise COTS Software?

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- Leverage product user base that jointly represents ‘industry ‘best practices’
- Facilitate rapid deployment, timely maintenance and ease of modernization
  - Reduce/eliminate risk of lengthy application development enabling ‘enterprise’ processes (domain shift from government to commercial)
  - Vendor provides maintenance plus technology, functionality and feature upgrades through software license
- Current COTS products are highly configurable using business rules, roles and grants

Don’t select COTS Software to…

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- **Reduce system support staff or save IT costs…** (system administration and database support requirements are non-trivial)
- **Facilitate detailed organizational needs or specifications…** (although highly configurable, vendors are governed by user base, economic and market factors)
- **Customize source code**…(unless you’re willing to abandon upgrades or continually re-integrate)
- **Replace the imperative to understand, streamline and validate business requirements before automating…** (a ‘best fit’ will still be an imperfect fit)

What did we learn about AFFTC that may impact EBS?

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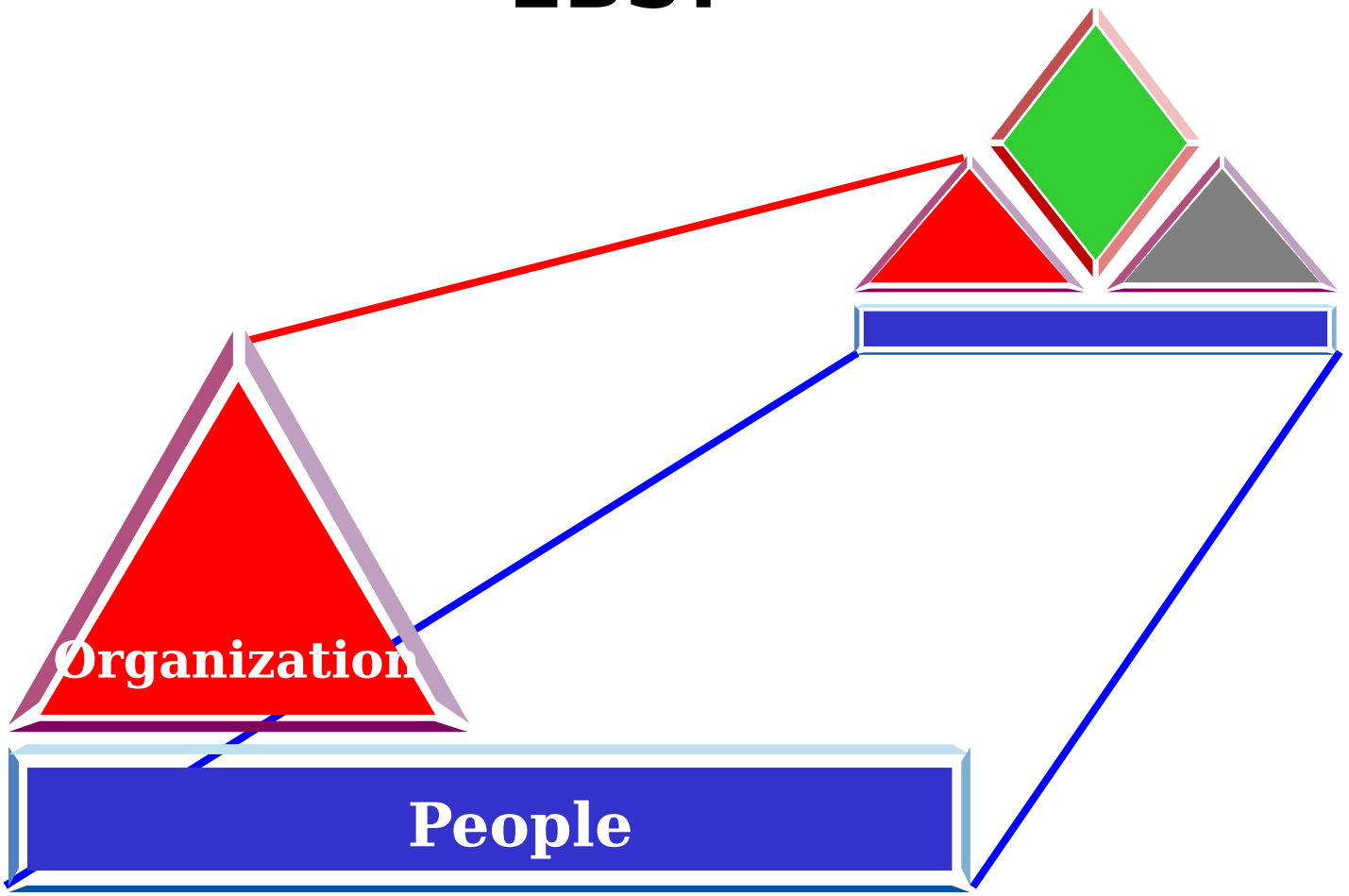

AFFTC		AEDC
Strive to become an Enterprise; includes Reorganization and Restructuring	**Strategy for Understanding Change**	Process reengineering; No Reorganization or Restructuring
8000 People - Pilots/Engineers	**Workforce**	3000 People - Scientists/PhDs
Gov't Managed/Contractor Augmented	**Management**	Gov't Managed/Contractor Operated
Flight Testing in dynamic, field setting	**Nature of Business**	Ground Testing in static, laboratory
Strong Military	**Leadership**	Defers to Civilian
"Came to desert to do this work"	**Commitment**	"Best job around"
Position AFFTC for future	**Enterprise Business System**	Fix AEDC
70% / 30%	**Government/Contracto**	10% / 90%
Multiple	**Contractors**	Two Major
Replicated across organizations	**Support Functions**	One support contractor
Functional/Organizational	**Alignment**	Process Centric
Not Clear	**Government Leverage**	Award Fee
50 Years - Yeager et al	**History/Heroes**	50 Years - Arnold, Von Karman et al
Flight Test	**Mission**	Ground Test
Dynamic Environment; saturated by change	**perience with chang**	Stable environment; Reengineering
Integrated Teams work on projects	**Center Goals**	Integrated Teams work on projects

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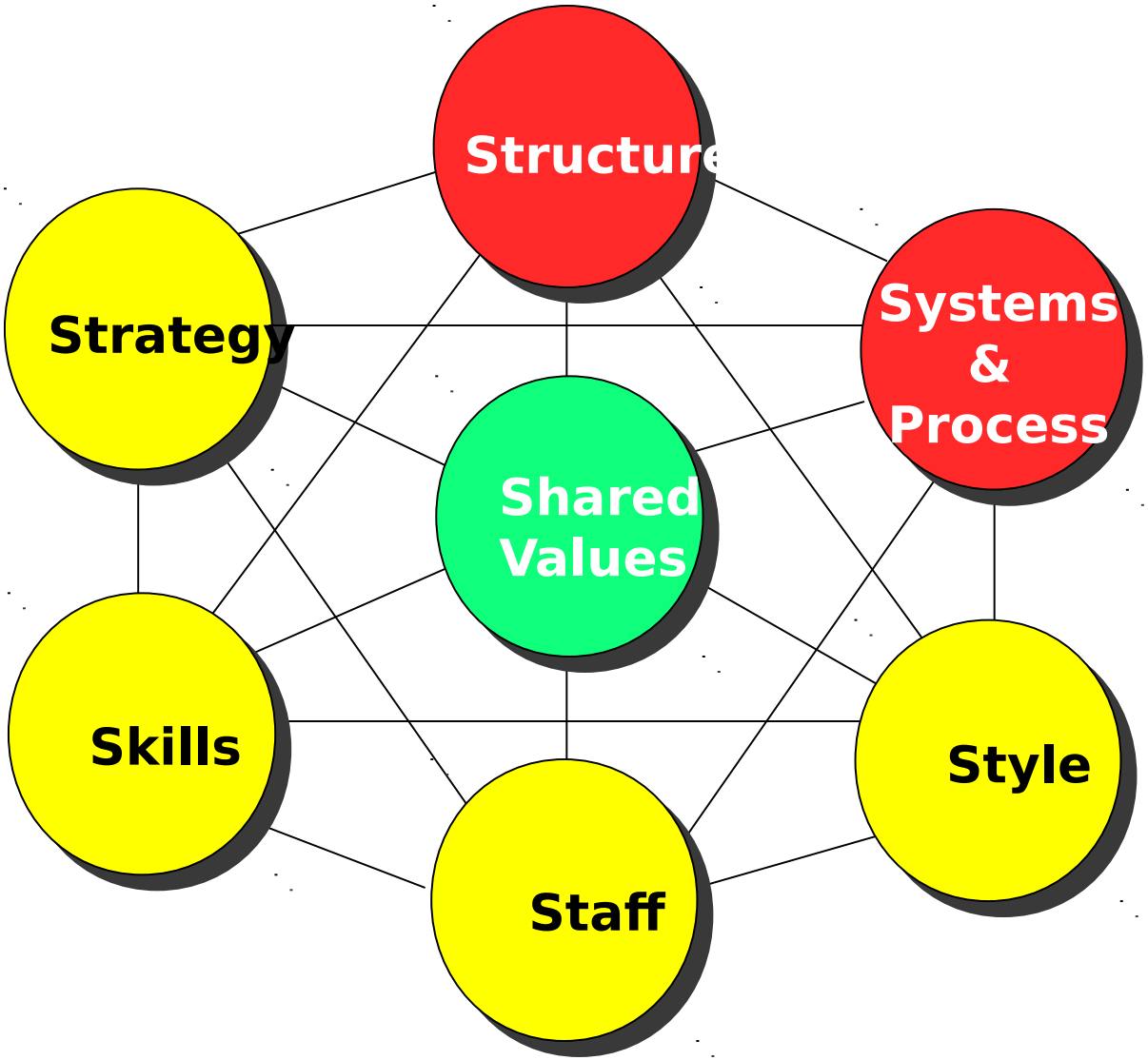
We Asked These Questions Relative to EBS...

- What did we learn about AFFTC?
- What are the implications?
- What does AFFTC need to do to prepare
  and how?

7S Model


Structure
Strategy
Systems & Process
Shared Values
Skills
Style
Staff

Structure

Findings	Implication	Suggested Action
Three enterprises – not one	Could have three visions – not one	Come together to create picture of one enterprise
Bad 'BART' (Boundaries, Authority, Roles, Tasks)	Lack of clarity placing stress on workforce	Clarify and hold people accountable
Turnover of military leadership	EBS =complex, multi-year requires consistent leadership	Develop a risk mitigation strategy; increase role of civilian leaders

Systems & Processes

Findings	Implication	Suggested Action
Personal connections critical to getting work done	Little trust in processes and systems	Identify 'worthy' processes and systems; hold people accountable
Functions lack systems and process support	Without can't act as one enterprise	Develop enterprise processes and systems
Lack of performance measures	You can't manage what you can't measure	Determine what to measure and baseline it now

Strategy

Findings	Implication	Suggested Action
No voice in shaping future	People support what they help create	Conduct 'Large Group Events;' engage cross section of Center to shape EBS

Skills

Findings	Implication	Suggested Action
Insufficient 'people' skills	Journey to EBS will increase conflict, stress, etc.	Make development of 'people' skills a priority

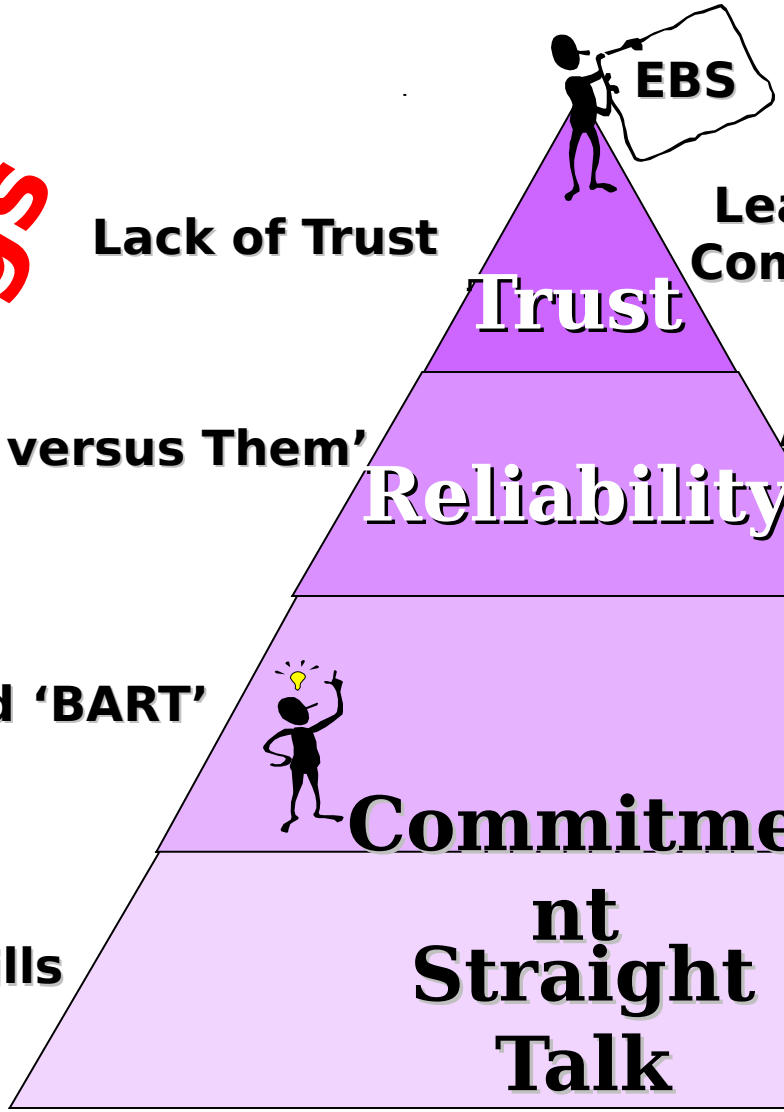
Staff

Findings	Implication	Suggested Action
'Us versus Them'	Divisive instead of unifying	Engage the workforce to appreciate differences and the roles everyone plays

Style

Findings	Implication	Suggested Action
Thirsty for Effective Communication	EBS is a change journey – requires open, honest, frequent communication	Develop and execute Communication Plan
Lack of Trust	Increased pressure from EBS will magnify lack of trust	Think 'Trust Triangle'

‘Trust Triangle’



Findings

Lack of Trust

‘Us versus Them’

Bad ‘BART’

Insufficient ‘People’ Skills

Conclusions

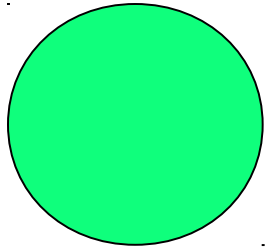
Leadership Commitment

Appreciate Differences

Clarify and Hold People Accountable

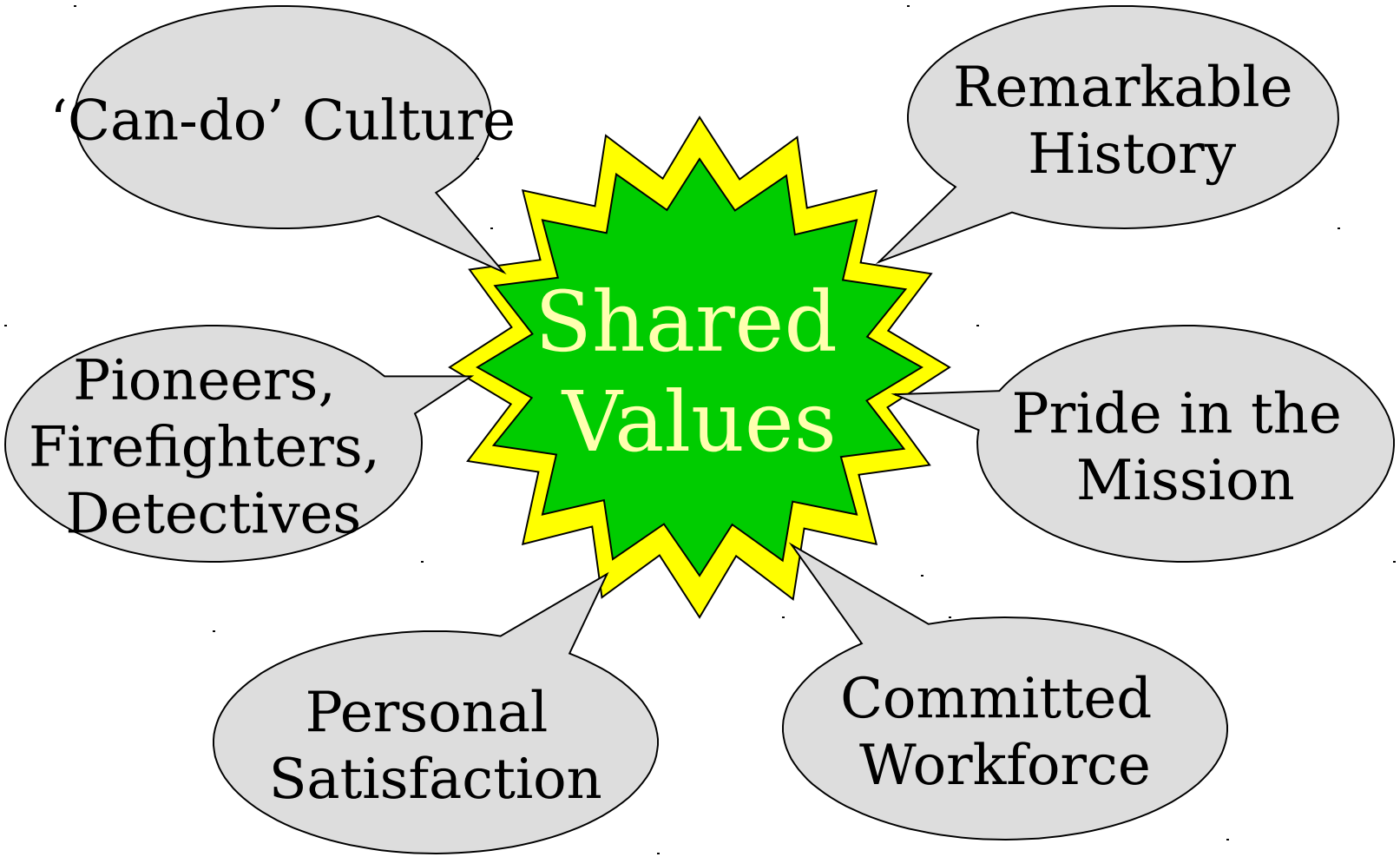
Make ‘People’ Skills a Priority

Shared Values



Findings	Implication	Suggested Action
Pride in AFFTC's mission	People will support initiatives that contribute to the mission	Link EBS to the mission; part of integrated Center strategy
'Can-do' culture	Standardized processes and systems may make people feel they 'Can't do'	Redirect 'Can-do' energy in support of EBS

Leverage Your Heritage



Conclusion

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Implementing a process and systems solution is the easy part...

Getting people on board is the real challenge...

Leverage your heritage!

Briefing Outline

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- Objective of Assessment
- What is the Enterprise?
- EBS Vision & Goals
- A Model for Context
- Breakthrough Concepts
- AFFTC Results/Comparisons
- **How to Proceed**
- Critical Success Factors
- Discussion

What Does it All Mean?

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- Processes - Most AEDC are a good fit
  - Different Project Management requirement
- Technical - Develop IT infrastructure and system management discipline
- Systems - Most AEDC are a good fit
  - Greater reliance on Government systems
  - A desire to go beyond AEDC's functionality
- People - Significant cultural and training challenge - leverage your strengths
- Significant savings in reuse (half and half)

How to Proceed

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- Assessment shows:
  - AEDC work management, time and labor and financial integration is the best value solution (process and system) for AFFTC
  - AFFTC is positioned to capitalize on AEDC investment and lessons learned
  - AFFTC has identified additional requirements beyond AEDC solution
  - AFFTC advance preparation is required...

Proposed High Level Implementation Plan

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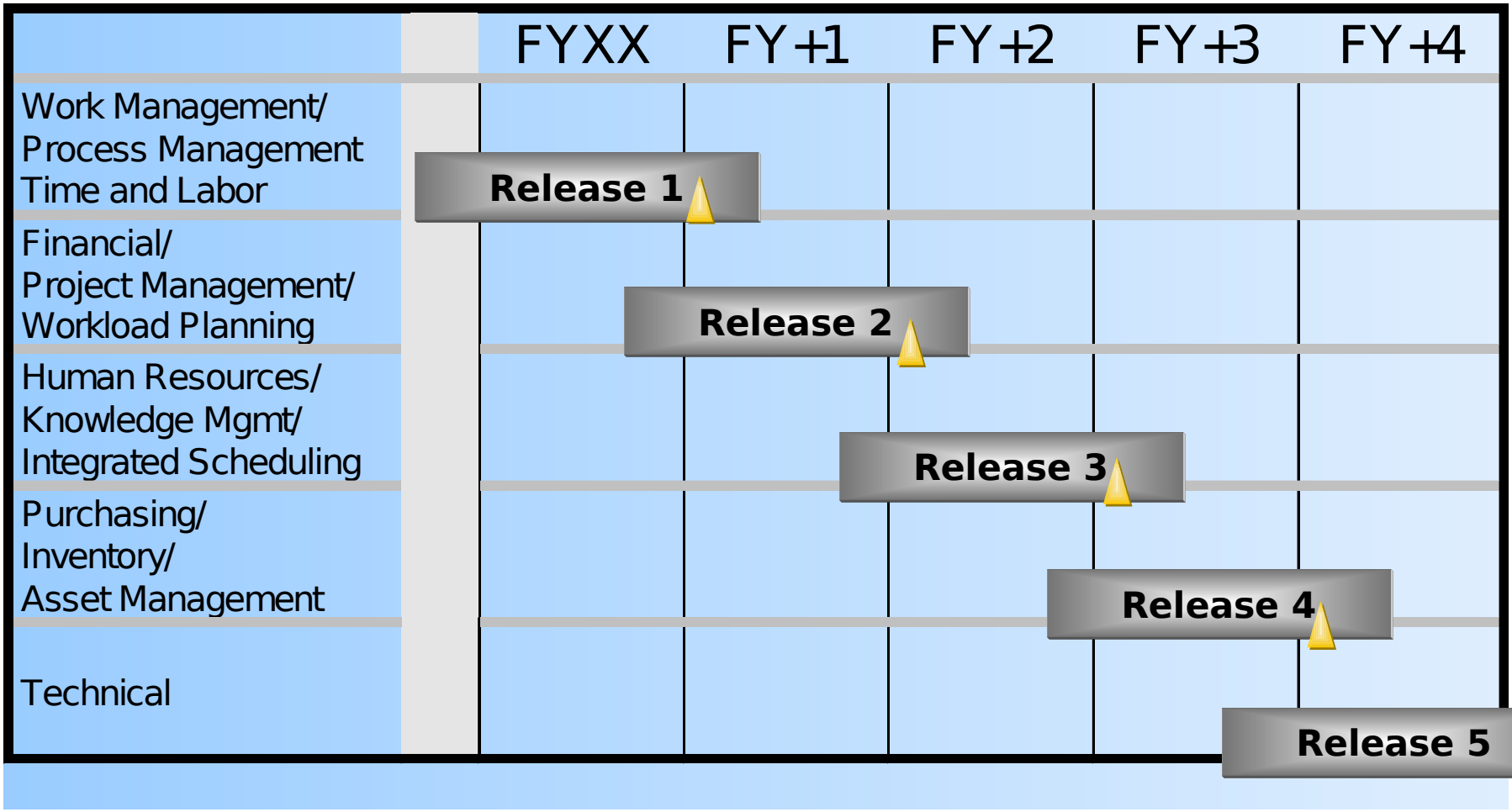
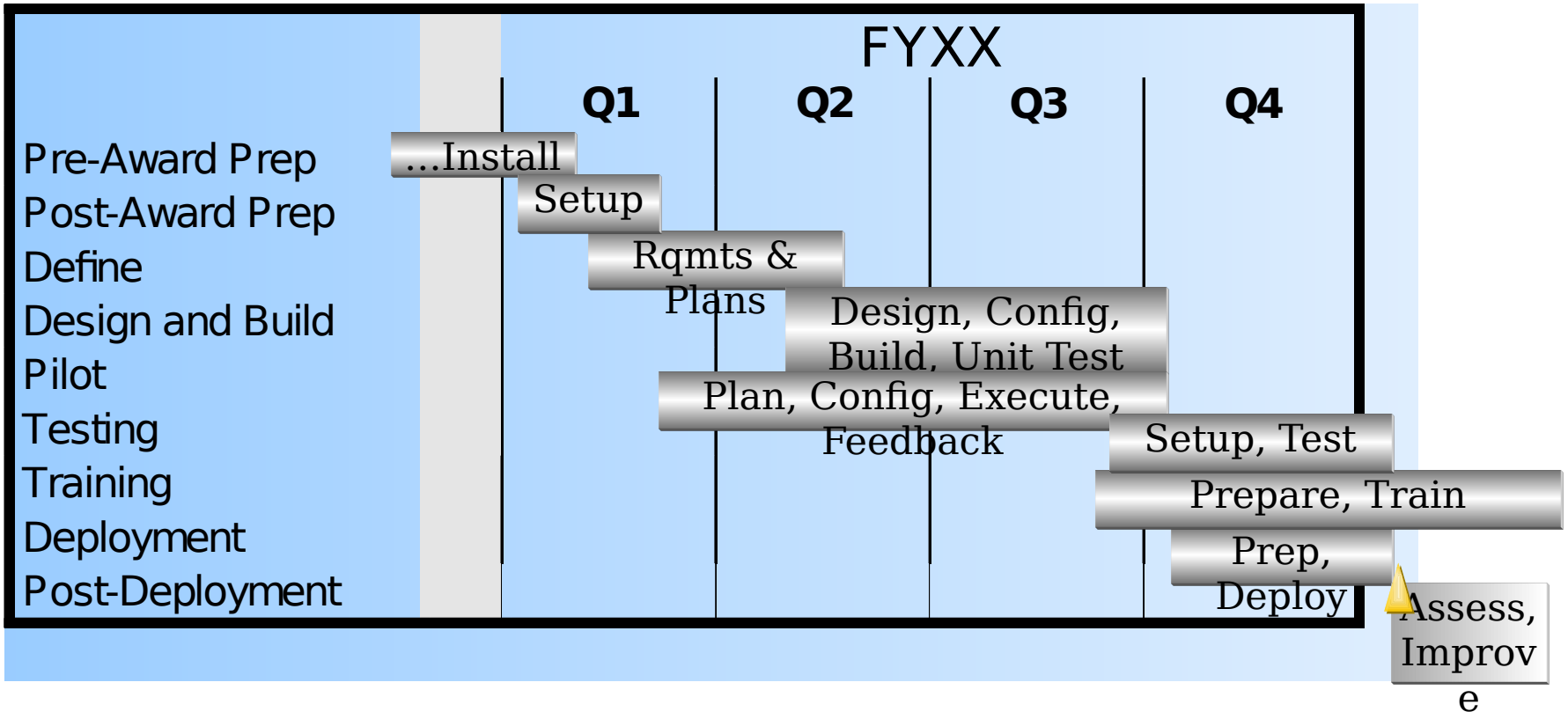
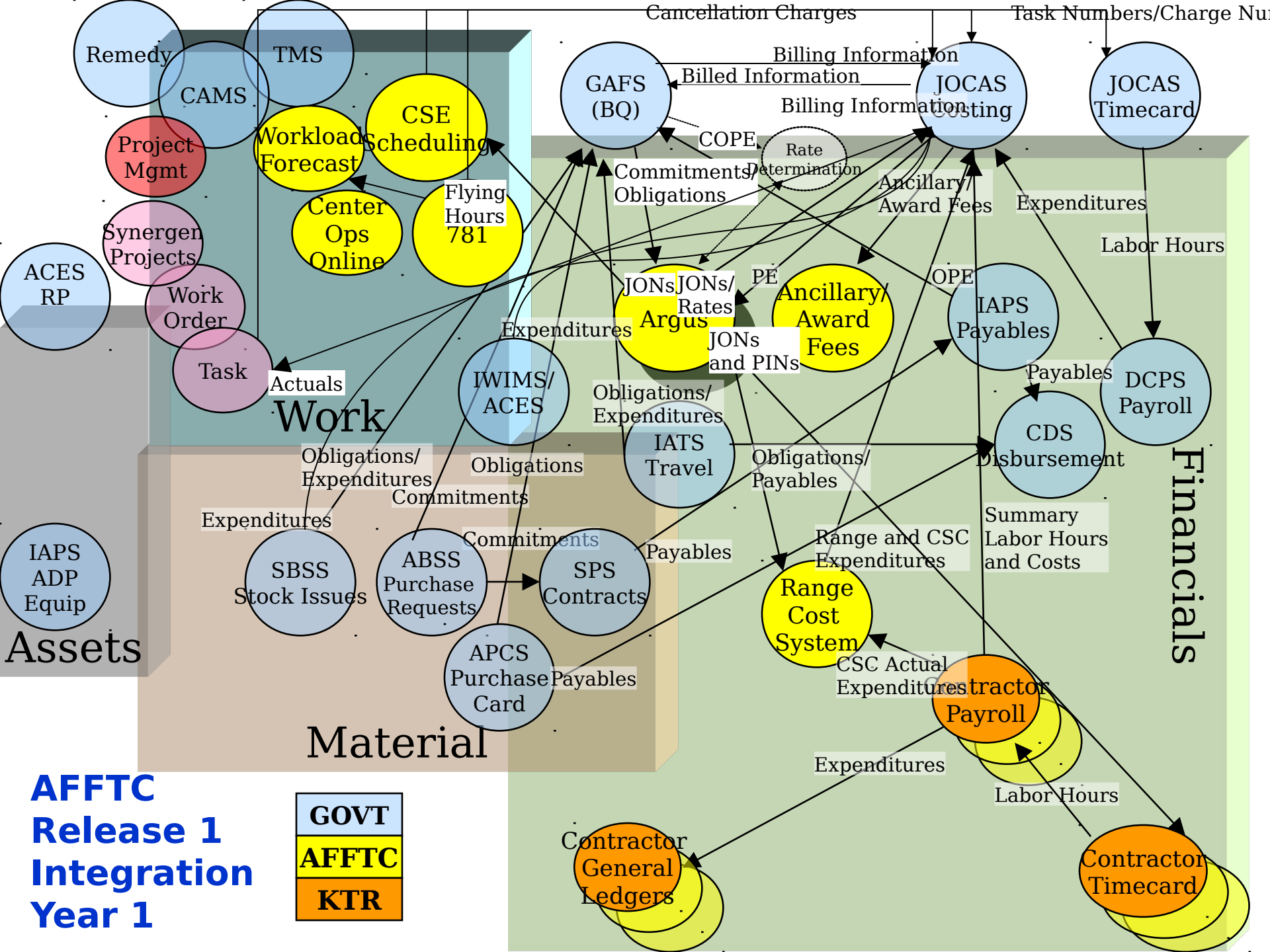


Proposed FYXX Project Plan

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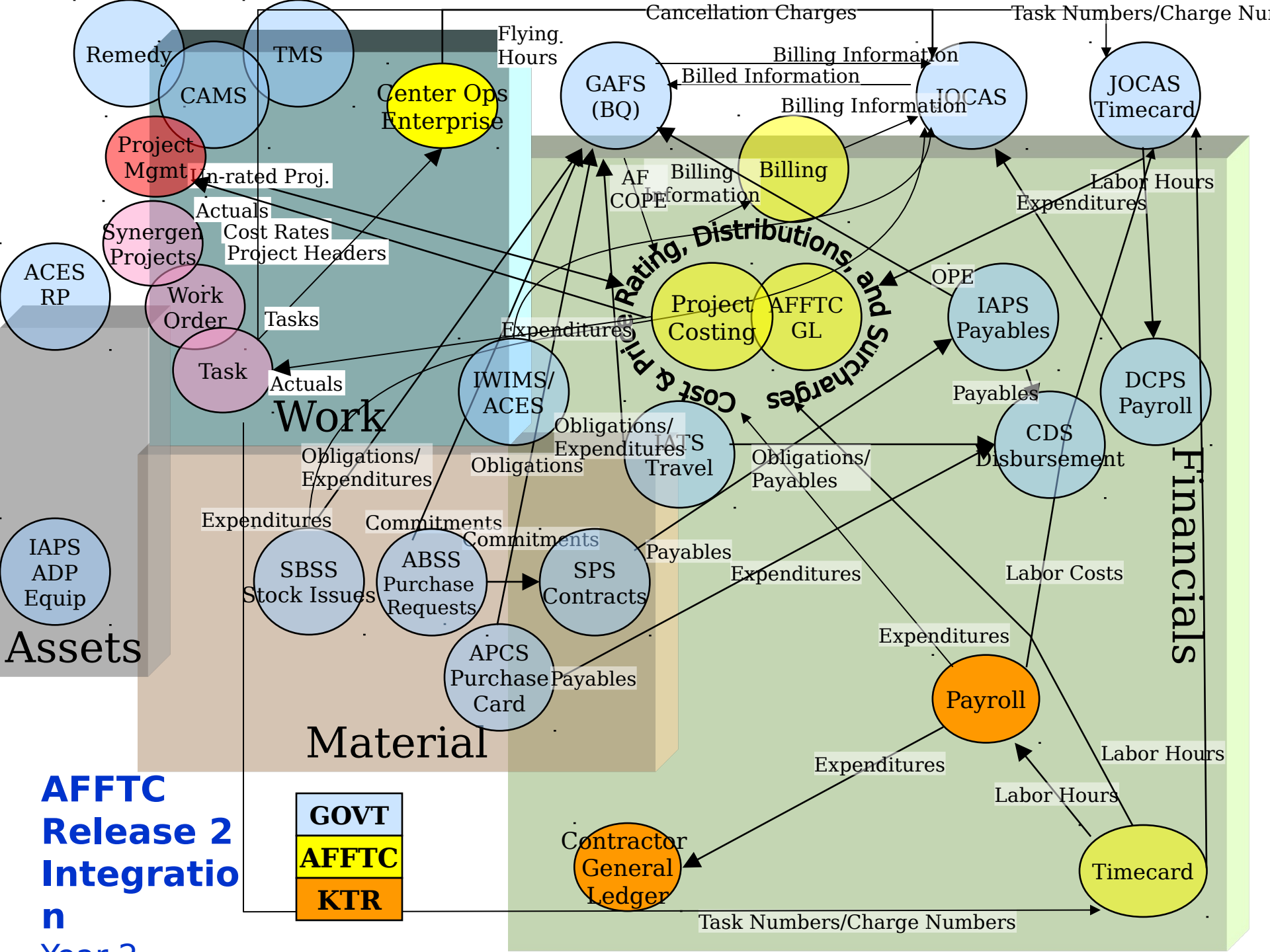
Remedy
TMS
CAMS
GAFS (BQ)
JOCAS Costing
JOCAS Timecard
CSE Scheduling
Workload Forecast
Project Mgmt
COPE
Rate Determination
Commitments/ Obligations
Ancillary/ Award Fees
Expenditures
Flying Hours 781
Center Ops Online
Synergen Projects
Labor Hours
ACES RP
Work Order
JONs
JONs/ Rates
PE
OPE
Argus
Ancillary/ Award Fees
IAPS Payables
Expenditures
JONs and PINs
Task
Actuals
IWIMS/ ACES
Payables
DCPS Payroll
Work
Obligations/ Expenditures
IATS Travel
CDS Disbursement
Financials
Obligations
Obligations/ Payables
Commitments
Expenditures
Summary Labor Hours and Costs
Commitments
Range and CSC Expenditures
IAPS ADP Equip
SBSS Stock Issues
ABSS Purchase Requests
SPS Contracts
Payables
Range Cost System
Assets
APCS Purchase Card
Payables
CSC Actual Expenditures
Contractor Payroll
Material
Expenditures
Labor Hours
Contractor General Ledgers
Contractor Timecard
AFFTC Release 1 Integration Year 1
GOVT
AFFTC
KTR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JOCAS Timecard
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Project Headers
Synergen Projects
ACES RP
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DCPS Payroll
Payables
CDS Disbursement
Expenditures
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Obligations/ Expenditures
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IATS Travel
Obligations/ Payables
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SBSS Stock Issues
ABSS Purchase Requests
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Labor Costs
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Payables
Expenditures
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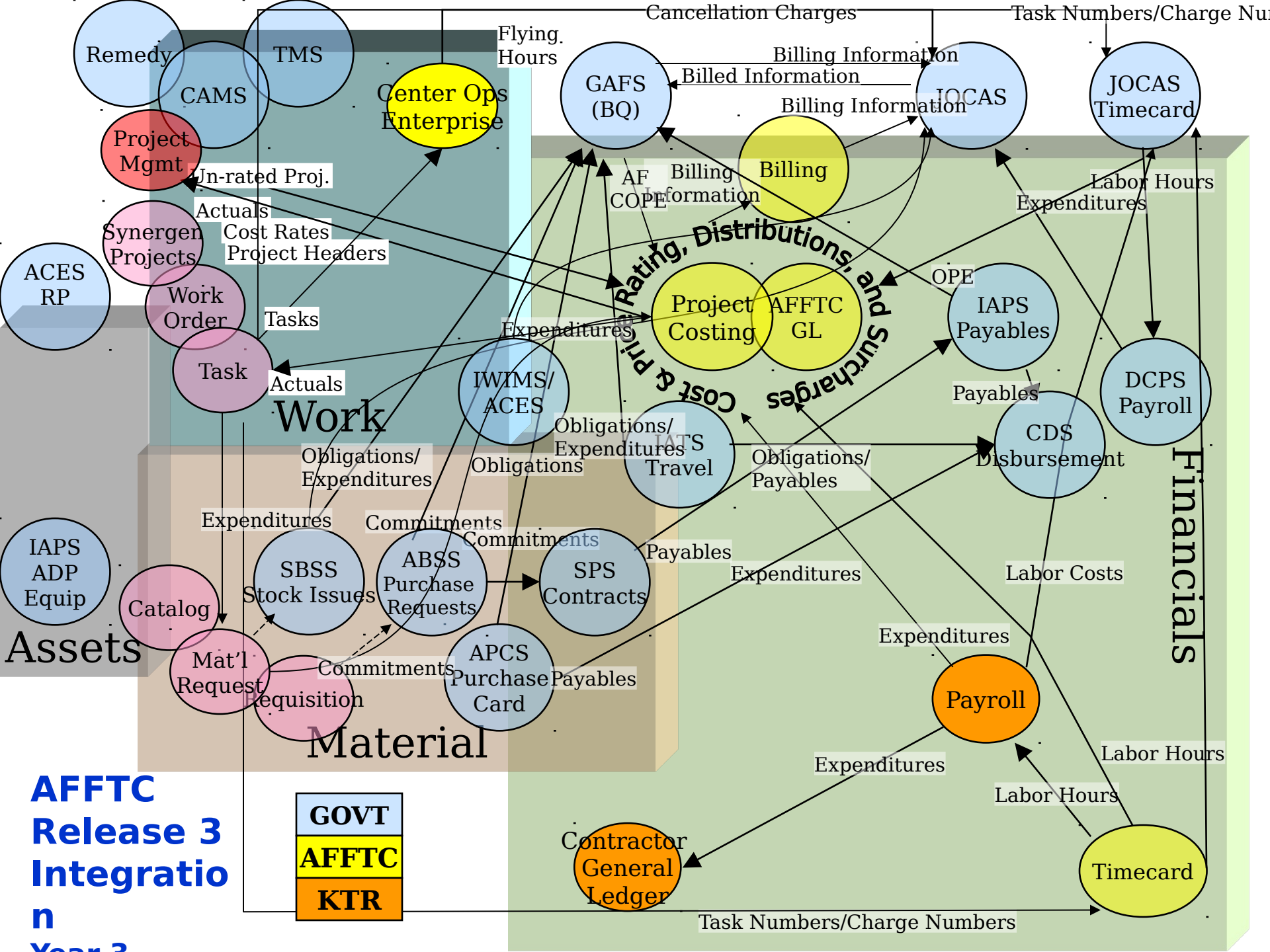
AFFTC
KTR
AFFTC Release 2 Integration
Year 2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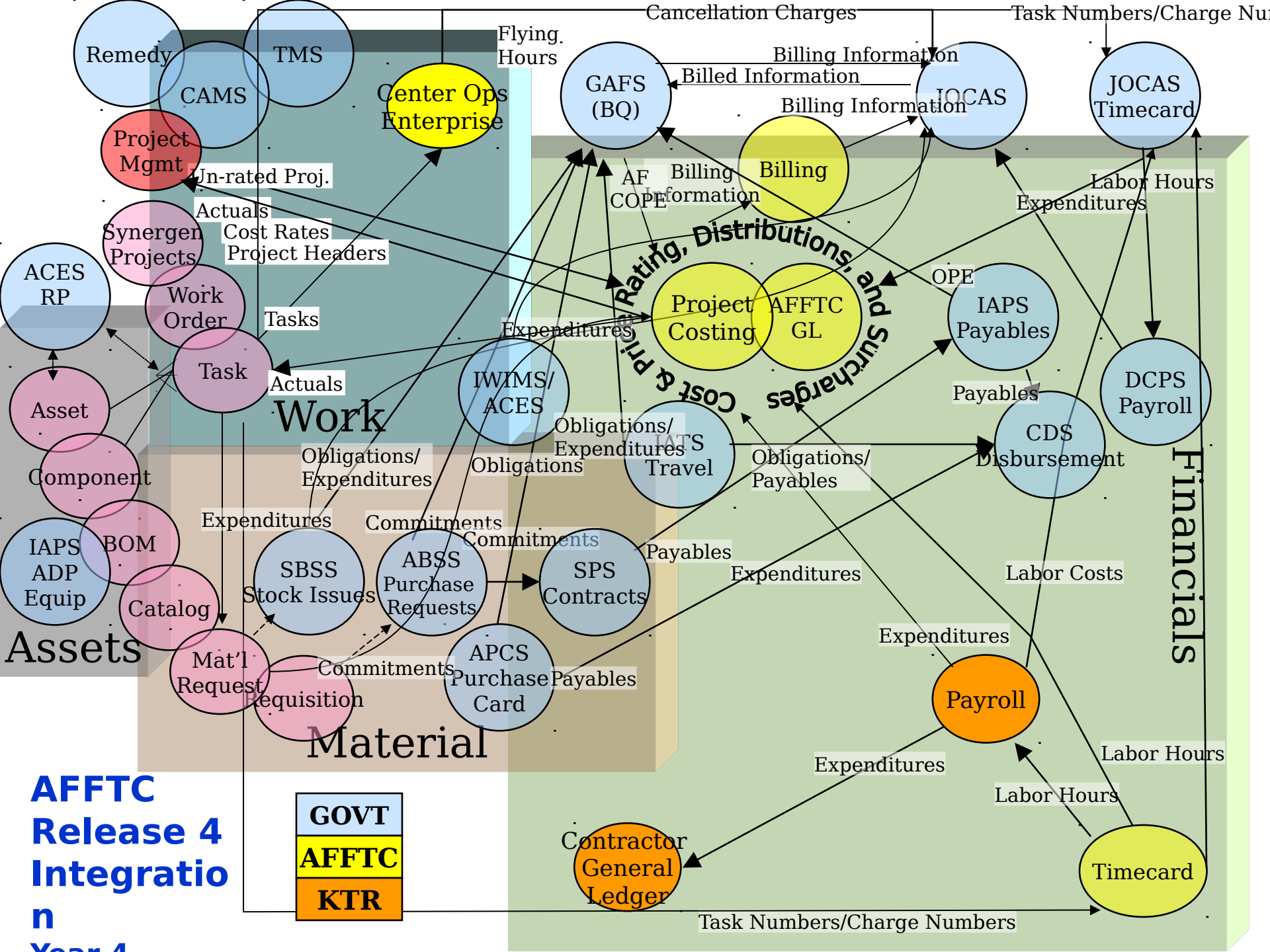
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Labor Hours
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Timecard
Task Numbers/Charge Numbers
AFFTC Release 4 Integration Year 4
GOVT
AFFTC
KTR

EBS Project Office Organization (Suggested Staffing - Integrator/AFFTC)

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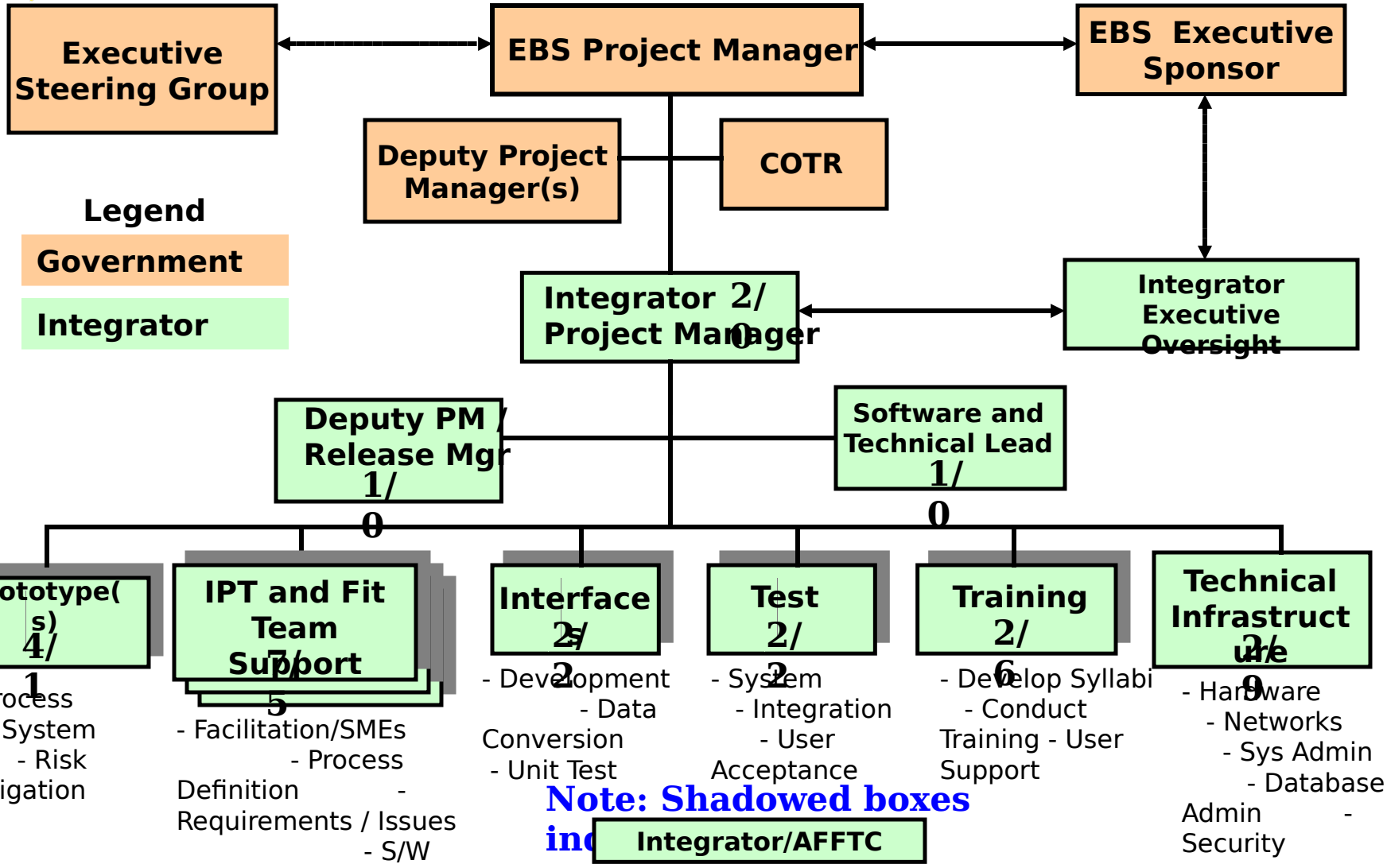
Executive Steering Group
EBS Project Manager
EBS Executive Sponsor
Deputy Project Manager(s)
COTR
Legend
Government
Integrator
Integrator Project Manager 2/ 0
Integrator Executive Oversight
Deputy PM / Release Mgr 1/ 0
Software and Technical Lead 1/ 0
Prototype(s) 4/ 1
- Process - System - Risk Mitigation
IPT and Fit Team Support 7/ 5
- Facilitation/SMEs - Process Definition - Requirements / Issues - S/W Configuration - Reports (automated) - Unit
Interface 2/ 2
- Development - Data Conversion - Unit Test
Test 2/ 2
- System - Integration - User Acceptance
Training 2/ 6
- Develop Syllabi - Conduct Training - User Support
Technical Infrastructure 2/ 0
- Hardware - Networks - Sys Admin - Database Admin - Security
Note: Shadowed boxes ind
Integrator/AFFTC
Integrator-led, joint staffed

EBS Project Office and AFFTC Functional Team Structure (Suggested)

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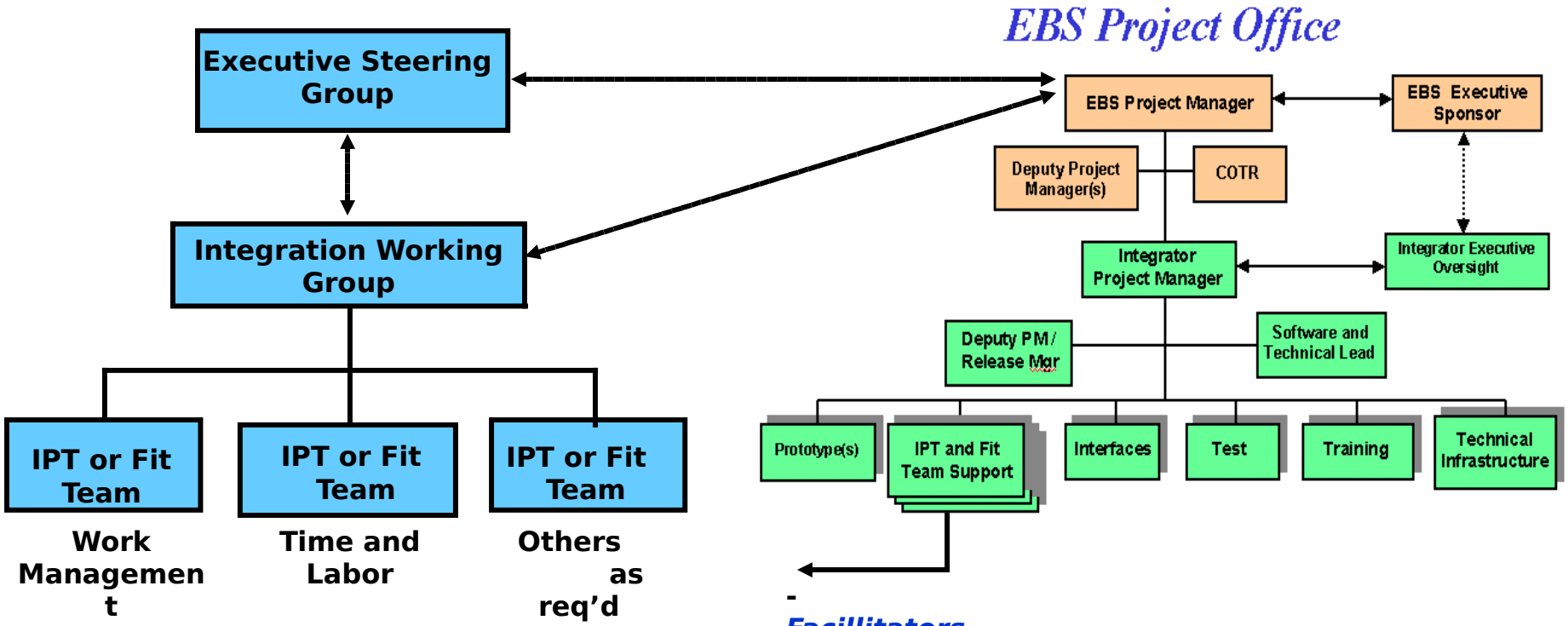

- Requirements
- Issues
- Process definition
- Functional Integration
- Decision Support (to

- Programmatics
- Execution
- Technical Tradeoffs
- System Integration

Briefing Outline

Industrial Strength IT

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- **Critical Success Factors**
- Discussion

Critical Success Factors

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- Empower the EBS Project Manager, establish dedicated Project Office, provide dedicated staff
- Use a phased, incremental deployment approach
- Develop firm requirements prior to software selection
- Configure COTS - don't customize
- Engage people and respond to feedback
- Define a training strategy early; develop training concurrent with design/test, train "just in time"

Chartering EBS initiative serves as catalyst to get the Center to "think as an enterprise," then...

Next Steps

- Communicate and solicit feedback on EBS Vision, Goals and Objectives
- Frame a notional ‘AFFTC’ enterprise process model
- Select/procure enabling software applications
- Train key staff in ‘people’ skills
- Commence IT training/procurement to address infrastructure shortfalls
- Establish EBS Integration Lab to support development, testing and training
- Develop disciplined systems management practices
- Establish chartered EBS Project Office

Summary

- **Start with Work Management & Enterprise Process Management**
- **Build on that with Finance and Project Management in the second year**
- **Establish and maintain EBS technical and training environment**
- **Address people and organizational challenges**

Final Thoughts

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- There are no quick or cheap fixes
- Implementation is not easy, but it's worth it
- COTS (an attitude) will work in the Government
- Do with business processes what you've done with Flight Test Safety

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"The single most critical element in any enterprise integration effort is sustaining the initiative…"

Happy Easter